



EXECUTIVE CHAMBERS
HONOLULU

NEIL ABERCROMBIE
GOVERNOR

October 25, 2011

Ms. Jeannie Chaffin, Director
Attn.: Community Service Block Grant Program
Office of Community Services
Division of State Assistance
Administration for Children and Families
U.S. Department of Health and Human Services
370 L'Enfant Promenade S.W., 5th Floor West
Washington, D.C. 20447

Re: State of Hawaii Refunding Application for Federal Fiscal Year 2012
Confirmation of Designation of Office of Community Services of the
State of Hawaii as Lead State Agency for CSBG Program

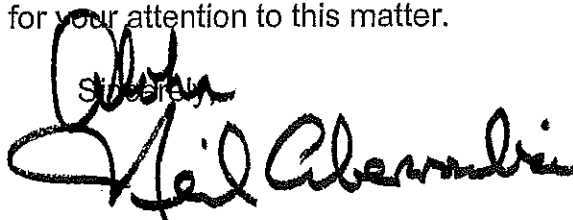

Dear Ms. Chaffin:

This letter is to confirm that, as Governor of the State of Hawaii, I have designated the State of Hawaii Office of Community Services as the lead State agency to administer the federal Community Services Block Grant Program in the State of Hawaii.

Communications about this matter should be directed to:

Ms. Mila S. Kaahanui, Executive Director
Office of Community Services
Department of Labor and Industrial Relations
State of Hawaii
830 Punchbowl Street, Room 420
Honolulu, Hawaii 96813

Thank you very much for your attention to this matter.


Sincerely,
Neil Abercrombie

NEIL ABERCROMBIE
Governor, State of Hawaii

Community Services Block Grant

State Application and Plan

Federal Fiscal Years 2013 & 2014

**Office of Community Services
Department of Labor and Industrial Relations**

State of Hawaii

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PART I

Federal Fiscal Year(s)

The Federal Fiscal Year(s) covered by this State Plan and
Application is(are):

Federal Fiscal Years 2013 and 2014

Part II

Letter of Transmittal



STATE OF HAWAII
DEPARTMENT OF LABOR AND INDUSTRIAL RELATIONS
OFFICE OF COMMUNITY SERVICES
830 PUNCHBOWL STREET, ROOM 420
HONOLULU, HAWAII 96813
www.hawaii.gov/labor
Phone: (808) 586-8675 / Fax: (808) 586-8685
Email: dlir.ocs@hawaii.gov

August 31, 2012

Ms. Jeannie Chaffin, Director
Office of Community Services
Administration for Children and Families
U.S. Department of Health and Human Services
370 L'Enfant Promenade, S.W.
Washington, D.C. 20447

Dear Ms. Chaffin:

We are pleased to transmit to you the State of Hawaii, Office of Community Services', State Plan and Application for Community Services Block Grant (CSBG) funds for Federal Fiscal Years 2013 and 2014.

It is an exciting time to be in government. With a competitive Presidential election currently underway the issues of poverty, the role of government, and social equity are being examined and framed in countless contexts.

To our detriment, many of the statements made regarding our fight against inequity are characterized as ineffective and imprudent. Our challenge has escalated. No longer can we concentrate on the causes and conditions of poverty, we must also defend the methods and very reputation of those who seek to help and prove to America this fight is worthwhile and achievable.

With the increased scrutiny of the electronic age and the onset of dwindling financial resources, the CSBG values of coordination and collaboration are more relevant than ever before. We are charged with the restoration of the belief that communities can help themselves, of renewing faith in the power of a neighborhood. We carry this out not in the cold cement offices of our State buildings, but at the corner drug store, the neighborhood park, and the local elementary school.

We believe Hawaii is one large, small community and we hope that the course we chart in this State plan reflects our commitment to the original culture of Hawaii which was so much an example of what Community Action seeks to accomplish.

The difficulties of the last few years have invigorated our spirits and strengthened our resolve. With that, the Hawaii Office of Community Services and our partner Community Action Agencies are looking forward to serving our communities in the next few years to create meaningful, lasting change. We thank you for this opportunity.

Sincerely,

MILA KAAHANUI, MSW
Executive Director

Part III

Executive Summary

A. CSBG State Authority

The State of Hawaii Office of Community Services was established by Act 305, Session Laws of Hawaii 1985, as an administratively attached agency to the Department of Labor and Industrial Relations. Codified under Chapter 371K, Hawaii Revised Statutes, the primary purposes of the Office, by Statute, are:

1. “Facilitate, enhance the development, delivery, and coordination of effective programs for those in need; and
2. Provide advice and assistance to the agencies of the executive branch, other private agencies in the human services field, and the Legislature.”

Furthermore, the statute suggests the Office of Community Services would:

1. “Comply with the requirements of the Hawaii State Constitution;
2. Improve the efficiency and effectiveness of the operations of the executive branch;
3. Improve the delivery of services to disadvantaged persons, refugees, and immigrants;
4. Fix responsibility and accountability for successfully carrying out programs, policies, and priorities of the office; and
5. Improve responsiveness to the needs of the people of Hawaii.”

The State of Hawaii Office of Community Services (HOCS) was created to consolidate four offices, the Office of the Progressive Neighborhoods Program, the Hawaii Office of Economic Opportunity, the Refugee Resettlement Program, and the State Immigrant Services Center. Given the relationship between the Hawaii Office of Economic Opportunity and the consolidation of its responsibilities into HOCS, HOCS is the appropriate office to administer the CSBG.

The Executive Director of HOCS is vested with the authority to contract for services on behalf of the State with non-profit and other providers, including Community Action Agencies (CAAs), as well as to apply for, receive, and disburse grants and donations from all sources for programs and services to assist the disadvantaged, refugees, and immigrants.

B. Designation of Lead State Agency to Administer the CSBG Program

To comply with Section 676(a) of the Community Services Block Grant Act, it is the responsibility of the Chief Executive of each State to designate an appropriate State agency to administer the CSBG grant. With the election of the current governor, the HOCS was designated once again as the lead agency in 2011. A copy of the most recent designation is attached.

Designated Lead State Agency: Hawaii State Office of Community Services

Director of Designated State Agency: Mila Kaahanui, MSW

C. State Application and Plan

1. Public Hearing

To provide a central location and create interactive feedback, the Public Hearing and Legislative Hearing were combined.

2. Legislative Hearing

At the request of the Office of Community Services, the Hawaii State Legislature held a public hearing during the development of the 2013-2014 State Plan. The hearing will be conducted October 15, 2012 with notices posted through all public hearing dissemination channels currently utilized by the State Legislature and the Departments. The Office of Community Services is administratively attached to the Department of Labor and Industrial Relations, making these committees appropriate for the subject matter. A brief overview of plan highlights will be presented to State Legislators and attendees. This hearing will provide an opportunity for low-income persons and interested service professionals to offer feedback. To provide a central location and create interactive feedback, the Public Hearing and Legislative Hearing will be combined and the public invited to attend. Additional notices shall be posted on the Hawaii State Procurement website and through other customary public notice means.

3. Public Inspection of State Plan

The State Plan was published on the OCS website for inspection by the general public on Friday, August 31, 2012 at www.Hawaii.gov/labor. The Plan remained on display until the date of the hearing. Additionally, the plan was disseminated to the Community Action Agencies in each County, and copies were made available for interested parties in their main offices. Copies could also be requested at satellite offices.

Part IV

Statement of Federal and Programmatic Assurances

A. CSBG Assurances

Community Services Block Grant Reauthorization Act of 1998: P.L. 105-285.

As a part of the annual or biannual application and plan required by subsection 676 of Community Services Block Grant Act, as amended, (412 U. S. C.9901 et seq.) (The Act), the designee of the Chief Executive of **the State hereby agrees to the Assurances in Section 676 of the Act.**

B. Programmatic Assurances

Funds made available through the grant or allotment will be used:

1. To support activities that are designed to assist low-income families and individuals, including families and individuals receiving assistance under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), homeless families and individuals, migrant or seasonal farm workers, and elderly low-income individuals and families, and a description of how such activities will enable the families and individuals:
 - a. To remove obstacles and solve problems that block the achievement of self-sufficiency (including self-sufficiency for families and individuals who are attempting to transition off a State program carried out under part A of title IV of the Social Security Act);
 - b. To secure and retain meaningful employment;
 - c. To attain an adequate education, with particular attention toward improving literacy skills of the low-income families in the communities involved, which may include carrying out family literacy initiatives;
 - d. To make better use of available income;
 - e. To obtain and maintain adequate housing and a suitable living environment;
 - f. To obtain emergency assistance through loans, grants, or other means to meet immediate and urgent family and individual needs; and
 - g. To achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partners to:
 - Document best practices based on successful grassroots intervention in urban areas, to develop methodologies for widespread replication; and
 - Strengthen and improve relationships with local law enforcement agencies, which may include participation in activities such as neighborhood or community policing efforts.

2. To address the needs of youth in low-income communities through youth development programs that support the primary role of the family, give priority to the prevention of youth problems and crime, and promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs that have demonstrated success in preventing or reducing youth crime, such as:
 - a. Programs for the establishment of violence-free zones that would involve youth development and intervention models (such as models involving youth mediation, youth mentoring, life skills training, job creation, and entrepreneurship programs); and
 - b. After-school child care programs; and (C) to make more effective use of, and to coordinate with, other programs related to the purposes of this subtitle (including State welfare reform efforts).

Discretionary funds made available from the remainder of the grant or allotment described in section 675C(b) will be used in accordance with this subtitle, to support innovative community and neighborhood-based initiatives related to the purposes of this subtitle, as described below.

Information provided by eligible entities in the State will include:

1. A description of the service delivery system, for services provided or coordinated with funds made available through grants made under section 675C(a), targeted to low-income individuals and families in communities within the State;
2. A description of how linkages will be developed to fill identified gaps in the services, through the provision of information, referrals, case management, and follow-up consultations;
3. A description of how funds made available through grants made under section 675C(a) will be coordinated with other public and private resources; and
4. A description of how the local entity will use the funds to support innovative community and neighborhood-based initiatives related to the purposes of this subtitle, which may include fatherhood initiatives and other initiatives with the goal of strengthening families and encouraging effective parenting.

Eligible entities in the State will provide, on an emergency basis, for the provision of such supplies and services, nutritious foods, and related services, as may be necessary to counteract conditions of starvation and malnutrition among low-income individuals.

The State and eligible entities in the State will coordinate, and establish linkages between, governmental and other social services programs to assure the effective delivery of such services to low-income individuals and to avoid duplication of such services, and a description of how the State and the eligible entities will coordinate the provision of employment and training activities, as defined in section 101 of such Act, in the State and in communities with entities providing

activities through statewide and local workforce investment systems under the Workforce Investment Act of 1998.

The State will ensure coordination between antipoverty programs in each community in the State, and ensure, where appropriate, that emergency energy crisis intervention programs under title XXVI (relating to low-income home energy assistance) are conducted in such community.

The State will permit and cooperate with Federal investigations undertaken in accordance with section 678D.

Any eligible entity in the State that received funding in the previous fiscal year through a community services block grant made under this subtitle will not have its funding terminated under this subtitle, or reduced below the proportional share of funding the entity received in the previous fiscal year unless, after providing notice and an opportunity for a hearing on the record, the State determines that cause exists for such termination or such reduction, subject to review by the Secretary as provided in section 678C(b);

The State and eligible entities in the State will, to the maximum extent possible, coordinate programs with and form partnerships with other organizations serving low-income residents of the communities and members of the groups served by the State, including religious organizations, charitable groups, and community organizations.

The State will require each eligible entity in the State to establish procedures under which a low-income individual, community organization, or religious organization, or representative of low-income individuals that considers its organization, or low-income individuals, to be inadequately represented on the board (or other mechanism) of the eligible entity to petition for adequate representation.

The State will secure from each eligible entity in the State, as a condition to receipt of funding by the entity through a community services block grant made under this subtitle for a program, a community action plan (which shall be submitted to the Secretary, at the request of the Secretary, with the State plan) that includes a community-needs assessment for the community served, which may be coordinated with community-needs assessments conducted for other programs.

The State and all eligible entities in the State will, not later than fiscal year 2001, participate in the Results Oriented Management and Accountability System, another performance measure system for which the Secretary facilitated development pursuant to section 678E(b), or an alternative system for measuring performance and results that meets the requirements of that section, and a description of outcome measures to be used to measure eligible entity performance in promoting self-sufficiency, family stability, and community revitalization.

Information describing how the State will carry out the assurances under this subtitle [676(b)(13)] is included in this State Plan and Application.

C. Administrative Assurances

The State further agrees to the following administrative assurances, as required under the Community Services Block Grant Act:

1. To submit an application to the Secretary containing information and provisions that describe the programs for which assistance is sought under the Community Services Block Grant program prepared in accordance with and containing the information described in Section 676 of the Act. ['675A(b)]
2. To use not less than 90 percent of the funds made available to the State by the Secretary under Section 675A or 675B of the Act to make grants to eligible entities for the stated purposes of the Community Services Block Grant program and to make such funds available to eligible entities for obligation during the fiscal year and the succeeding fiscal year, subject to the provisions regarding recapture and redistribution of unobligated funds outlined below. ['675C (a)(1) and (2)]
3. In the event that the State elects to recapture and redistribute funds to an eligible entity through a grant made under Section 675C(a)(1) when unobligated funds exceed 20 percent of the amount so distributed to such eligible entity for such fiscal year, the State agrees to redistribute recaptured funds to an eligible entity, or require the original recipient of the funds to redistribute the funds to a private, nonprofit organization, located within the community served by the original recipient of the funds, for activities consistent with the purposes of the Community Services Block Grant program. ['675C (a)(3)]
4. To spend no more than the greater of \$55,000 or 5 percent of its grant received under Section 675A or the State allotment received under section 675B for administrative expenses, including monitoring activities. ['675C (b)(2)]
5. To comply with the requirements and limitations specified in Section 675(c) regarding use of funds for statewide activities to provide charity tax credits to qualified charities whose predominant activity is the provision of direct services within the United States to individuals and families whose annual incomes generally do not exceed 185 percent of the poverty line in order to prevent or alleviate poverty among such individuals and families. ['675(c)]
6. That the lead agency will hold at least one hearing in the State with sufficient time and statewide distribution of notice of such hearing, to provide to the public an opportunity to comment on the proposed use and distribution of funds to be provided through the grant or allotment under Section 675A or '675B for the period covered by the State Plan. ['676(a)(2)(B)]
7. That the chief executive officer of the State will designate, an appropriate State agency for purposes of carrying out State Community Services Block Grant program activities. ['676(a)(1)]

- 8.** To hold at least one legislative hearing every three years in conjunction with the development of the State Plan.[’676(a)(3)]
- 9.** To make available for the public inspection each plan or revised State Plan in such a manner as will facilitate review of and comment on the plan. [’676(e)(2)]
- 10.** To conduct the following reviews of eligible entities:
 - a.** A full onsite review of each such entity at least once during each three-year period;
 - b.** An onsite review of each newly designated entity immediately after the completion of the first year in which such entity receives funds through the Community Services Block Grant program;
 - c.** Follow-up reviews including prompt return visits to eligible entities, and their programs, that fail to meet the goals, standards, and requirements established by the State;
 - d.** Other reviews as appropriate, including reviews of entities with programs that have had other Federal, State or local grants (other than assistance provided under the Community Services Block Grant program) terminated for cause. [’678B(a)]
- 11.** In the event that the State determines that an eligible entity fails to comply with the terms of an agreement or the State Plan, to provide services under the Community Services Block Grant program or to meet appropriate standards, goals, and other requirements established by the State (including performance objectives), the State will comply with the requirements outlined in Section 678C of the Act, to:
 - a.** Inform the entity of the deficiency to be corrected;
 - b.** Require the entity to correct the deficiency;
 - c.** Offer training and technical assistance as appropriate to help correct the deficiency, and submit to the Secretary a report describing the training and technical assistance offered or stating the reasons for determining that training and technical assistance are not appropriate;
 - d.** At the discretion of the State, offer the eligible entity an opportunity to develop and implement, within 60 days after being informed of the deficiency, a quality improvement plan and to either approve the proposed plan or specify reasons why the proposed plan cannot be approved;
 - e.** After providing adequate notice and an opportunity for a hearing, initiate proceedings to terminate the designation of or reduce the funding to the eligible entity unless the entity corrects the deficiency. [’678(c)(a)]

12. To establish fiscal controls, procedures, audits and inspections, as required under Sections 678D(a)(1) and 678D(a)(2) of the Act.
13. To repay to the United States amounts found not to have been expended in accordance with the Act, or the Secretary may offset such amounts against any other amount to which the State is or may become entitled under the Community Services Block Grant Program. [678D(a)(3)]
14. To participate and ensure that all-eligible entities in the State participate in the Results-Oriented Management and Accountability (ROMA) System [678E (a) (1)].
15. To prepare and submit to the Secretary an annual report on the measured performance of the State and its eligible entities, as described under 678E(a)(2) of the Act.
16. To comply with the prohibition against use of Community Services Block Grant funds for the purchase or improvement of land, or the purchase, construction, or permanent improvement (other than low-cost residential weatherization or other energy-related home repairs) of any building or other facility, as described in Section 678F(a) of the Act.
17. To ensure that programs assisted by Community Services Block Grant funds shall not be carried out in a manner involving the use of program funds, the provision of services, or the employment or assignment of personnel in a manner supporting or resulting in the identification of such programs with any partisan or nonpartisan political activity or any political activity associated with a candidate, or contending faction or group, in an election for public or party office; any activity to provide voters or prospective voters with transportation to the polls or similar assistance with any such election, or any voter registration activity. [678F (b)]
18. To ensure that no person shall, on the basis of race, color, national origin or sex be excluded from participation in, be denied the benefits of, or be subjected to discrimination under, any program or activity funded in whole or in part with Community program funds. Any prohibition against discrimination on the basis of age under the Age Discrimination Act of 1975 (42 U.S.C. 6101 et seq.) or with respect to an otherwise qualified individual with a disability as provided in Section 504 of the Rehabilitation Act of 19734 (29 U.S.C. 12131 et seq.) shall also apply to any such program or activity. [678FC]
19. To consider religious organizations on the same basis as other non-governmental organizations to provide assistance under the program so long as the program is implemented in a manner consistent with the Establishment Clause of the first amendment to the Constitution; not to discriminate against an organization that provides assistance under, or applies to provide assistance under the Community Services Block Grant program on the basis that the organization has a religious character; and not to require a religious organization to alter its form of internal government except as provided under Section 678B or to remove religious art, icons, scripture or other symbols in order to provide assistance under the Community Services Block Grant program. [679]

D. Other Administrative Certifications

The State of Hawaii also certifies the following:

1. To provide assurances that cost and accounting standards of the Office of Management and Budget (OMB Circular A-110 and A-122) shall apply to a recipient of Community Services Block Grant Program funds.
2. To comply with the requirements of Public Law 103-227, Part C Environmental Tobacco Smoke, also known as the Pro-Children Act of 1994, which requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, day care, education, or library services to children under the age of 18 if the services are funded by a Federal grant, contract, loan or loan guarantee.. The State further agrees that it will require the language of this certification be included in any sub-awards, which contain provisions for children's services and that all subgrantees shall certify accordingly.

Signature

Administrator/Director of Designated Lead Agency

Date

Part V

Narrative State Plan

A. Administrative Structure

1. State Administrative Agency

- a. *Mission and Responsibilities of the Hawaii State Office of Community Services* – By statute, OCS is mandated to facilitate and enhance the development, delivery and coordination of effective programs for economically disadvantaged persons, immigrants and refugees; provide advice and assistance to the executive branch, the legislature and other private human service agencies on behalf of the target population; and improve responsiveness to those in need through partnerships with public and private sectors.
- b. *Goals and Objectives of the Hawaii State Office of Community Services* – By Statute, the mandated objectives of OCS are to:
 - Establish statewide goals and objectives relating to disadvantaged persons, immigrants, and refugees;
 - Study the facts concerning the needs of disadvantaged persons, immigrants and refugees in the State through adequate research studies, such research to be carried out through the departments or agencies of the state and county governments responsible for providing services in the fields of health, education, social welfare, employment and related areas. Where such research cannot be done within such established agencies, it shall be carried out by this office or contracted by this office; Review legislation pertaining to programs within the purview of the office and appropriations made for services to disadvantaged persons, immigrants and refugees, recommend revisions and additions needed, and report to the Governor regarding such legislation;
 - Evaluate the availability, adequacy, and accessibility of all services for disadvantaged persons, immigrants and refugees within the State;
 - Assist and coordinate the efforts of all public and private agencies providing services which affect disadvantaged persons, immigrants and refugees including, without limitation to the generality of the foregoing, the Department of Education, Health, Human Services, Labor and Industrial Relations, and report such facts and recommendations to the Governor and Legislature. The executive heads of all such departments and agencies shall make available to OCS such information as the office deems necessary for the effective discharge of its duties;
 - Maintain contacts with local, state and federal officials and public and private agencies concerned with planning for disadvantaged persons, immigrant and refugees; and
 - Encourage and foster local action on behalf of disadvantaged persons, immigrant and refugees.

2. Eligible Entities

a. List of Eligible Entities

Honolulu Community Action Program, Inc.
33 South King Street, Suite 300
Honolulu, Hawaii 96813

Hawaii County Economic Opportunity Council
47 Rainbow Drive
Hilo, Hawaii 96720

Maui Economic Opportunity, Inc.
99 Mahalani Street
Wailuku, Hawaii 96732

Kauai Economic Opportunity, Incorporated
2804 Wehe Road
Lihue, Hawaii 96766

- b. Geographic Areas Served – The State of Hawaii consists of five counties for the eight major islands. The Island of Hawaii makes up Hawaii County, while the islands of Maui, Molokai, and Lanai make up the County of Maui. The City and County of Honolulu encompasses the whole of the Island of Oahu, while Kauai County makes up the islands of Kauai and Niihau. The fifth county, Kalawao County, is on the island of Molokai and is under the jurisdiction of the Department of Health. This county has special designation as a former Hansen's disease settlement.

Incidences of poverty range within these distinct counties. The 2010 Census and 2011 population estimates reports the following data: Hawaii County is populated at 186,738 people, with 14.4% of persons living below the poverty line. This translates to roughly 26,890 persons below the poverty line. The County of Maui reported a population of 156,674, with an 8.9% rate of poverty, or 13,944 persons living below the poverty line. The City and County of Honolulu reported 963,607 residents with an incidence of poverty of 8.8%, or 84,797 individuals living below the poverty line. Kauai County is populated at 67,701 persons, with a poverty rate of 8.8%, or 5,958 persons. The statewide poverty average is 9.6%. Because of its small population, Kalawao County will be served by the Maui eligible entity.

There is currently one eligible agency per county. These eligible entities, along with their satellite offices, are currently able to provide services for the entire county in which they are located. Thus, the eligible entities listed provide coverage Statewide for the Community Services Block Grant.

3. Distribution and Allocation of Funds

The planned distribution of CSBG funds for Federal Fiscal Year 2012, based upon the grant award received for Federal Fiscal Year 2012.

B. Description of Criteria and Distribution Formula

Ninety percent (90%) of Hawaii's CSBG funding allotment for each fiscal year will be awarded to the eligible entities, with the remainder to be used by the State for administrative expenses, including monitoring activities and discretionary projects.

Amounts at or below \$1,399,024 (CSBG funding level for FY 1989) shall be distributed as previously estimated by the Community Services Administration (formerly, Office of Economic Opportunity): Honolulu Community Action Program, Inc. at 53.97 percent; Hawaii County Economic Opportunity Council at 17.91 percent; Maui Economic Opportunity, Inc. at 15.65 percent; and Kauai Economic Opportunity, Incorporated at 12.47 percent.

If there is a reduction of CSBG funds from the aforementioned amount in either Federal Fiscal Year 2012, the allocation of funds to eligible entities shall not be reduced below the proportional share of funding received in the previous year. However, if there is an increase in CSBG funding above the FY 1989 level, the additional amounts allocated to the eligible entities shall be determined according to the distribution of the poor population in each county as determined by the most recent U. S. Census Bureau figures available.

C. Description of Distribution and Use of Restricted Funds

Funds used by eligible entities shall be distributed as outlined in Part V, Sections A(3) & B of the CSBG State Application and Plan, and directed towards activities that reduce poverty, revitalize low-income communities and empower low-income individuals and families to become fully self-sufficient throughout the State of Hawaii. CSBG funds will be used by eligible entities to cover both administrative and program costs, training and technical assistance, and for other purposes as outlined in the CSBG Act.

CSBG funds that are distributed by the State CSBG office to an eligible entity in a fiscal year, and have not been expended by such entity in that fiscal year, shall remain with such entity for carryover into the next fiscal year for expenditure by such entity consistent with program purposes.

D. Description of Distribution and Use of Discretionary Funds

Ninety percent (90%) of the CSBG funds allotted to the State will be awarded to eligible entities. The four (4) Community Action Agencies (CAAs) as well as other neighborhood-based organizations that help to eliminate poverty shall use the additional five percent (5%) over the required ninety percent (90%) required under Section 675C (a), which may be used for discretionary programs, for training and technical assistance (T/TA) purposes, and for other activities consistent with the CSBG Act, including innovative community and neighborhood-based initiatives. If funds are available, conferences sponsored by the National Association for State Community Services Programs or other CSBG program-related organizations may be charged. Furthermore, if the State OCS uses less than 5% of CSBG funding for administrative

purposes pursuant to subsection E, below, the State OCS may use the remainder for discretionary purposes pursuant to Section 675C (b)(1).

For Federal Fiscal Years 2013-14, OCS plans to reserve a certain amount of discretionary funds for the purposes of Training and Technical Assistance strictly for CAA's. The exact percentage may fluctuate based on agency need and final funding levels. At the current funding level, HOCS is reserving 20% of remainder funds for this purpose. Additionally, OCS will, over the next State Plan period, be undertaking efforts to increase the coordination of local human service and self-sufficiency programs. This program will include the participation of the local eligible entities. Without a clear funding level from the Federal Government, OCS will not define an amount in the State plan.

Additional preliminary uses of discretionary funds include the updating of materials designed to improve human service access and relevance, as well as capacity. These may include the development of resource guides, purchase of human service curricula, or purchase of training materials to increase the capacity of affected providers.

All discretionary fund programs will be subject to State procurement code, with exemptions provided in the instances where the CAAs are the only agency appropriate for the service.

E. Description of Use of Administrative Funds

No more than five percent (5%) of the CSBG grant will be used for State administrative expenses, including monitoring activities. Approximately, three-quarters of funds expended will be used to pay for personnel costs. This will fund a portion of three full time staff, the Executive Director, the Senior Accountant, and the CSBG Program Administrator. A large portion of the remainder will be spent for travel to and from monitoring sites, per diem, ground transportation and expenses associated with monitoring. Nearly one sixth of the administrative funds will be spent on allowable allocated costs normally associated with administration, this includes utilities, rent, postage, and other such costs reasonably associated with "overhead." These costs will be allocated based on reasonable benefit to the program. Based on last year's allotment, we approximate the following charges:

Personnel, Salaries, and Fringe	\$115,000
Allocated Administrative Expenses	\$ 50,000
Monitoring	\$ 10,000

The current subcategory, "monitoring" takes into account follow-up monitoring should any CAA require additional assistance or follow up and is, thus, slightly inflated.

Currently, a Charity Tax Credit Program does not exist in the State of Hawaii.

F. State Community Services Program Implementation

1. Program Overview

Eligible entities are required to submit annual Community Action Plans that are attached to the CSBG Application and Plan submitted to the National OCS for review and approval, as requested by the Secretary.

- a. *The Service Delivery System* – The State of Hawaii will utilize a service delivery system respecting the unique needs and challenges of each of its counties. In concert with the individual eligible entities Needs Assessments, eligible entities have developed long-term and short-term strategic plans which seek to alleviate the challenges identified. The services chosen for prioritization reflected a number of factors as exemplified by this excerpt from Maui County’s eligible entity, Maui Economic Opportunity:

“HOW NEEDS WERE PRIORITIZED”

Needs were prioritized using the following criteria:

- *The depth of the issue in the community;*
- *The impact of the issue in the community;*
- *Current resources already available outside of the agency to address the issue;*
- *MEO’s current involvement in the issue;*
- *MEO’s ability to impact the issue or the potential to impact the issue in the future; and*
- *The need falls within MEO’s mission.*

Needs meeting the criteria were identified as a priority, indicating that MEO resources (time, talent and treasure) could be allocated accordingly.”

As the example succinctly states, eligible entities consider the value of a service to the community, current resources available to provide the service, the impact the agency can realistically have on the issue, and, importantly, the appropriateness of the service given the mission of the agency.

In addition to the eligible entities, OCS houses an array of programs that benefit from CSBG through its Executive Director and two employees performing central functions. These employees are the Senior Accountant and the Procurement Officer, who is also the CSBG Administrator.

Programs solicited to add to the State’s package of poverty alleviating services include Weatherization Assistance, Employment Core Services (a Job placement and maintenance program), The Emergency Food Assistance Program, the Senior Farmer’s Market Nutrition Program, Legal Services and others.

These statewide programs together with the County-specific Community Action Plans will provide service delivery prioritizing the critical needs our agencies can truly impact.

- b. Linkages – Linkages are an important part of any eligible entities work plan and a defining characteristic of the identity of any CSBG grantee. To develop and maintain linkages, different strategies are utilized by the eligible entities. For example, Hawaii County’s scattered population, wide rural spaces, and rampant unemployment pose a formidable challenge.

The eligible entity for the County recruits Board members from each district to ensure coverage:

“HCEOC’s District Council Board, situated in each district is cognizant of all agency programs and services. These Boards act as advisors for district programs and review program statistics and data at their regular monthly meetings. They also act as liaisons with community groups, senior centers, and others interested and involved in low- income programs.”

Linkages and coordination, as mentioned in the monitoring section below, will be key components of the State’s full agency review.

- c. Coordination with Other Public and Private Resources – Eligible entities have provided partial lists of partners and coordinating efforts in the attached plans. For a specific example, the Honolulu Community Action Program, Inc. has leveraged the following:

“The Ha Initiative is a prime example of CSBG dollars leveraging public and private resources. CSBG currently supports the operational expenses of the after-school program, including personnel costs. The program’s equipment was supported by CSBG-ARRA funds, with the program sites being provided at no cost to the agency, in the case of the St. Elizabeth’s Kalihi location, and through CDBG funding from the City and County of Honolulu and the Harry and Jeanette Weinberg Foundation, in the case of the soon-to-open Leeward program. With a base of support provided by CSBG, the agency is actively soliciting other funding sources, including private foundations. For example, in June 2012, the Friends of Hawaii Charities awarded HCAP a private grant to support the program’s afterschool activities.”

- d. Innovative Community and Neighborhood-Based Initiatives – The CSBG eligible entities continue to provide innovative ideas that utilize collaborative efforts and take advantage of existing resources. These initiatives are included as Section F of their detailed work plans.

Innovative Neighborhood-based Initiatives solve challenges peculiar to the areas in which they originate, and alleviate barriers oftentimes constructed unintentionally by bureaucracy.

In the County of Maui, the eligible entity is developing the following: Implement a Community Work Initiative to eliminate traffic fine barriers for clients in need. Many incarcerated clients do not have the financial means to pay off fines, resulting in inability to obtain documents needed for most types of

employment. Implementing this program will allow clients to work-off monetary fines, thereby eliminating barriers.

- Educate judicial system on the barrier that unpaid fines create;
- Work with Judiciary, Maui Community Correctional Center and other stakeholders to develop the program;
- Work with the Maui non-profit directors association and the County of Maui to identify projects for completion; and
- Implement program to allow clients to perform community service projects work off monetary fines.

This innovative program may ease the entrance of the ex-offender population into society.

2. Community Needs Assessment

Detailed information provided by eligible entities throughout the State on their community needs assessment may be found in the Attachment, Community Action Plans, Part A, of this document.

3. Tripartite Board

The requirement for a Tripartite Board of Directors for each CAA will be included in their contract with the State. Each year, the CAAs will be requested to provide updated Board rosters stating the name, address, and sector of each Board member. OCS has implemented the attendance of staff at periodic board meetings of each of the community action agencies. To ensure compliance with this requirement board minutes, board attendance records, and agency Board member recruitment policies will be monitored.

4. State Charity Tax Program

Not Applicable.

G. Programmatic Assurances

1. Assurance Section 676(b) (1)

Funds made available through the grant or allotment will be used:

- a. To support activities that are designed to assist low-income families and individuals, including families and individuals receiving assistance under Part A of Title IV of the Social Security Act (42 U.S.C. 601 et.m.), homeless families and individuals, migrant or seasonal farmworkers, and elderly low-income individuals and families. Such activities will enable the families and individuals:

- to remove obstacles and solve problems that block the achievement of self-sufficiency (including self-sufficiency for families and individuals who are attempting to transition off a State program carried out under part A of Title IV of the Social Security Act);
 - to secure and retain meaningful employment;
 - to attain an adequate education, with particular attention toward improving literacy skills of the low-income families in the communities involved, which may include carrying out family literacy initiatives;
 - to make better use of available income;
 - to obtain and maintain adequate housing and a suitable living environment;
 - to obtain emergency assistance through loans, grants, or other means to meet immediate and urgent family and individual needs; and
 - to achieve greater participation in the affairs of the communities involved, including the development of public and private grassroots partnerships with local law enforcement agencies, local housing authorities, private foundations, and other public and private partner to document best practices based on successful grassroots intervention in urban areas, to develop methodologies for widespread replication; and strengthen and improve relationships with local law enforcement agencies, which may include participation in activities such as neighborhood or community policing effort.
- b.** To address the needs of youth in low-income communities through youth development programs that support the primary role of the family, give priority to the prevention of youth problems and crime, and promote increased community coordination and collaboration in meeting the needs of youth, and support development and expansion of innovative community-based youth development programs that have demonstrated success in preventing or reducing youth crime, such as programs for the establishment of violence-free zones that would involve youth development and intervention models (such as models involving youth mediation, youth mentoring, life skills training, job creation, and entrepreneurship programs); and after-school child care programs.
- c.** To make more effective use of, and to coordinate with, other programs related to the purposes of this subtitle (including State welfare reform efforts).

To submit a complete State plan, eligible entities in the State of Hawaii must develop an agency work plan. These work plans utilize the mandatory Needs Assessment cycle to determine the areas and populations most in need. Resource mapping from the Needs Assessment also assists in determining the services prioritized by the individual agencies. As the attached plans indicate, services may vary from geographic area to geographic area. An additional

framework to collect demographics, design measurable outcomes, and indicate success is the Results-Oriented Management Accountability system, or ROMA. The ROMA goals include low-income individuals and families, youth and other mandatory populations as detailed in Section 676 (b) 1 of the Act.

The ROMA framework also includes measurable activities which fulfill subsections of low-income service requirements, for example, “removing obstacles that block the achievement of self-sufficiency” is fulfilled by ROMA goal 1, National Performance Indicator (NPI) 1.2M, “Number of participants who obtained other services or material goods to reduce or eliminate barriers to employment.” Subsection (iv), “to help [clients] make better use of available income” is partially fulfilled in ROMA goal 1, NPI 1.3B1 and 1.3B5. These NPI’s measure, respectively, “Number of low-income participants demonstrating ability to complete and maintain a budget over 90 days,” and “Number of low-income individuals completing financial literacy training.”

To ensure compliance with and use of ROMA goals, each of the contracted outcomes between the State and its eligible entities will be iterated in terms of National Performance Indicators.

To ensure effective implementation of ROMA, the State will offer Training and Technical Assistance funds from remainder funding to assure both State and eligible entity staff are trained to understand the goals and activities that constitute the ROMA system. Additionally, Board Training, itself a ROMA goal, will periodically include the ROMA system to ensure the agency, when planning, negotiating, or executing outcomes, will be supplied with an informed decision making body.

Both the State OCS and eligible entities will strive to develop partnerships with other agencies whose missions and/or methods comport with the purposes of the CSBG Act. Each eligible entity, as part of their yearly Information Survey (IS) report, will submit linkages and partnerships made. During monitoring, the State will sample linkages to ensure quality of relationships. Quality relationships should result in meaningful partnerships that create program or knowledge equity, increased opportunities for CSBG eligible persons, or sealed gaps in services to ensure a tight safety net and clear paths to self-sufficiency.

County-based linkages can be found in the individual eligible entity work plans.

The State OCS maintains memoranda of agreement and/or understanding with the State Departments of Human Services; Business, Economic Development and Tourism; and the City and County of Honolulu. These agreements shall be retained in Federal Fiscal Year 2013-14 to assure coordination and effective delivery of services to low-income persons, including homeless individuals and families, migrant or seasonal farm workers, and the elderly poor.

The State OCS shall also oversee each of its agreements for delivery of services with private non-profit agencies in accordance with the directives outlined in Part V(G)(1)(a-c) of the CSBG Plan. None of the funds received under these

agreements shall be used for purposes of entertainment or perquisites, the purchase or improvement of land, or the purchase, construction or permanent improvement of any building or other facility.

The State OCS shall continue to represent the poor and disadvantaged on various boards and committees in the private sector, such as the Financial Aid Assistance Council, (FAAC), the Hawaii Coalition against Human Trafficking (HCAHT), the Hawaii State Coalition against Domestic Violence, and the Interagency Council on Immigration to encourage efforts to reduce poverty, revitalize low-income communities and to empower low-income families and individuals to become fully self-sufficient. The State OCS shall also request its other contracted agencies to participate in the intent of Part V, Section G(l)(a-c) of the CSBG State Application and Plan.

2 Assurance Section 676(b)(4)

Eligible entities in the State will provide, on an emergency basis, for the provision of such supplies and services, nutritious foods, and related services, as may be necessary to counteract conditions of starvation and malnutrition among low-income individuals.

The State OCS presently receives food from the U. S. Department of Agriculture to coordinate The Emergency Food Assistance Program (TEFAP). Eligible entities under contract with the State OCS shall be encouraged to distribute and provide food to needy persons through food pantries in coordination with local food banks, or through their own meal service programs.

3. Assurance Section 676(b)(5)

The State and the eligible entities in the State will coordinate and establish linkages among governmental and other social services programs to assure the effective delivery of such services to low-income individuals and to avoid duplication of such services, and State and the eligible entities will coordinate the provision of employment and training activities in the State and in the communities with entities providing activities through statewide and local workforce investment systems under the Workforce Investment Act of 1998.

The State OCS is administratively attached to the Department of Labor and Industrial Relations (DLIR), where it has direct access to information and other offices dealing with the coordination of employment and training activities throughout the State, including those supported by the Workforce Investment Act (WIA), Unemployment Insurance, and other Employment and Training Administration programs. As such, OCS has direct access to program developments regarding employment and training at the administrative level.

The State OCS will keep eligible entities abreast of information and opportunities available statewide for collaborative efforts concerning DLIR employment and training activities. Furthermore, eligible entities strategically dispersed throughout the State will continue to participate as partners in WIA-sponsored One-Stop-Centers.

Cooperative agreements previously made by the State OCS and eligible entities with the State departments of Labor and Industrial Relations, Human Services, Health and Education shall be retained in Federal Fiscal Year 2012, and new cooperative agreements to initiate or expand workforce training and employment activities shall be encouraged.

4. Assurance Section 676(b)(6)

The State OCS will ensure best efforts to coordinate antipoverty programs in each community in the State, and ensure, where appropriate, that emergency energy crisis intervention programs under title XXVI (relating to low-income home energy assistance) are conducted in such communities.

Using its own network of service provider agencies and its unique statutory position as the State's principal office responsible for the coordination of programs for the needy, poor, and disadvantaged persons, the State OCS shall continue to foster communication and collaboration among anti-poverty programs run by both public and private organizations.

Community action agencies in Hawaii will continue to provide services emergency energy crisis services and resources throughout the state through the Low-Income Home Energy Assistance Program (LIHEAP) under Title XXVI. The State OCS shall act as a conduit, when necessary, between the eligible entities and the State Department of Human Services, the principal funding agency for LIHEAP. Additionally, the Department of Human Services has agreed to serve on OCS' Weatherization Policy Council, with representation from the general cash assistance program and the LIHEAP.

5. Assurance Section 676(b)(9)

The State OCS and eligible entities will, to the maximum extent possible, coordinate programs and form partnerships with other organizations serving low-income residents of the communities and members of the groups served by the State, including religious organizations, charitable groups, and community organizations.

Eligible entities are required to submit to the State OCS, with their annual applications, a list of public and private organizations in the community servicing low-income residents with whom they have formed or intend to form cooperative service agreements. The list shall include religious, charitable and other community organizations serving the low-income population. OCS' review will consider the nature of cooperative agreements and the value of these agreements to the low-income community, as mentioned above. Additionally, OCS will support the efforts of the CAAs to coordinate by providing referrals of service providers in other areas.

H. Fiscal Controls and Monitoring

1. State Program Monitoring

- a. The State OCS will conduct a full onsite review of each entity at least once every three years. Per Hawaii State Procurement Code, Chapter 103F, each contract issued by the State must be monitored for compliance. The compliance mentioned in the code consists of adherence to contract terms and cost principles. This may be performed onsite or based upon reports from the agency.

A full compliance check including fiscal, administrative, personnel and program elements will be conducted no less than every three (3) years. This assessment will use a risk-based model to determine the agency's ability and capacity to accurately manage and account for Federal funds, financial viability of the agency, and the capability of the agency to operate in accordance with Federal regulations. When assessing risk, OCS shall account for CSBG funds, as well as relative benefits of CSBG funds in relation to other sources. This will ensure leveraging and partnership, as well as compliance with reasonable costs under OMB circulars A-122 and A-110.

The full compliance check schedule for FY2013-2014 will be:

- FY2013
 - Honolulu Community Action Program, Inc.
- FY2014
 - Hawaii County Economic Opportunity Council
 - Kauai Economic Opportunity, Incorporated
 - Maui Economic Opportunity, Inc. was monitored in FY2012 will receive a full compliance check in the next State plan cycle.

All programs will be monitored for contract compliance yearly as outlined above. Monitoring outcomes will be issued within twenty-one (21) days of the last day of an-site visit.

- b. Onsite review of each newly designated entity immediately after the completion of the first year in which such entity receives funds through the CSBG program.

If an agency becomes disqualified to receive CSBG funding and a new entity is designated to take its place, the State OCS will perform an onsite review of such agency after the completion of its first year of operation.

- c. Follow-up reviews including prompt return visits to eligible entities, and their programs, that fail to meet the goals, standards, and requirements established by the State.

Upon monitoring of any entity receiving CSBG funding, whether formula or discretionary, OCS will issue findings and recommendations within twenty-one (21) days of the site visit. This statement will communicate any deficiencies to the agency. The CSBG entity will then receive a deadline by which they must respond. Failure to respond will result in an additional finding. Timelines will be discussed with the eligible entity during exit for reasonableness. For example, should an entity be asked to submit bank statements for the upcoming month, the response deadline will contain adequate leeway to allow the bank to generate the monthly statement.

If the matter is resolved satisfactorily, no further action will be taken. If the matter is unresolved, a corrective action plan will be requested and the agency will be targeted for Technical Assistance based upon the nature of the specific deficiency. During this period, OCS may travel to observe or supervise any of these activities on a follow-up basis. OCS will then determine whether or not the program meets the goals, standards, and requirements established by the State.

- d. Other reviews as appropriate, including reviews of entities with programs that have had other Federal, State or local grants (other than assistance provided under the CSBG program) terminated for cause.

If an eligible entity has a Federal, State or local grant terminated for cause, OCS will schedule a review of such agency to determine the rationale for termination and whether it may affect the operations of other programs in the agency.

- e. The dates of the last audits conducted for each eligible entity and the period covered by the audits are as follows:

<u>Agency</u>	<u>Date of Last Audit</u>	<u>Period Covered</u>
HCAP	11/12/10	FYE 03/31/10
HCEOC	06/31/11	FYE 09/30/10
KEO	11/03/10	FYE 06/30/10
MEO	05/30/10	FYE 06/30/10

2. Corrective Action, Termination and Reduction of Funding

In compliance with Section 678C of the Act and Information Memorandum 116 regarding corrective actions, if an eligible entity fails to comply with the terms of the CSBG agreement or the State plan to meet appropriate standards, goals, and other requirements, including performance objectives, such agency will receive written notice of said deficiency or deficiencies.

As stated above, CSBG recipients will receive the opportunity for Technical Assistance and to implement a corrective action plan. Should the finding remain unresolved or uncorrected, the State may opt to pursue reduction or termination in funding. This option will not be exercised until the agency in question has had an opportunity for a public hearing. All documents with regard to any monitoring, corrective actions and other details regarding the case shall be reviewed at the hearing

and submitted to ACF-OCS for further review. Should the ACF and the State, including appropriate offices such as the Attorney General's Office, OIG, or any other department or office relevant to the deficiency agree the deficiency is uncorrectable, OCS will apply for and recommend termination of funding. Before any such proceedings occur, interest will be solicited for a replacement agency to ensure continuity of services.

Every agreement awarded to an eligible entity shall contain a clause providing for corrective action, termination of the agreement, either in whole or in part, for non-performance, and reduction in funds. Such a clause shall also require that the State OCS give advanced notice of ten working days to the agency that includes a brief statement of the reason for said action.

3. Fiscal Controls, Audits and Withholding

Since the election of the new Governor in 2010, the Departments of the State as well as individual divisions such as OCS have updated and adopted new fiscal policies, which will assist in facilitating an effective CSBG program in the State of Hawaii. These policies assist in aligning State monitoring practices with Federal requirements and ensure adequate controls using risk-based models. If policy statements above and beyond contracted terms and Federal and State statutes are necessary, these policies shall be issued in the form of numbered memoranda, and shall be amended, increased, or decreased, as needed.

The provisions of these policies shall be binding on the CSBG sub-grantees. Regular fiscal reports shall be provided by recipient organizations. They shall be required to submit expenditures reports (State OCS Form 310) to the State OCS. These reports shall be due no later than thirty (30) days following the end of each quarter and a final expenditure report sixty (60) days after the last quarter of the Federal Fiscal Year. Program and fiscal staff will be required to review financial records at the time of their monitoring on-site visitations.

CSBG funds made available by the State OCS will be audited on an annual basis in accordance with the requirements of OMB Circular A-133, "Audits of State, Local Governments, and Other Non-Profit Organizations", requiring that the audit be conducted using generally accepted audit standards, including "Standards for Audit for Governmental Organizations, Program, Activities, and Functions", published by the General Accounting Office (GAO). Also, the provisions of OMB Circular A-128, "Audits of State and Local Governments", shall apply to the administration of the CSBG program.

The local recipients' audits will be conducted by independent CPA firms selected by each organization and approved by the State OCS. The State OCS will require both financial and compliance audits of CSBG funds contracted to eligible entities. Funds for the audit will be set aside by the organizations in their annual budgets.

- a. In accordance with 676(b)7 of the act, the State will permit and cooperate with any subsequent Federal investigation, including opening all records, files, transcripts or other documents mentioned above or pertinent to the investigation.
- b. In accordance with Section 676(b) (8) of the Act, no eligible entity in the state having received funds in previous years through CSBG shall have its funding terminated or reduced below the previous proportional share, unless the actions described above under monitoring, including an opportunity for a hearing, were carried out and observed.
- c. In accordance with Section 676 (b) (10), the State will include the condition that all eligible entities must establish procedures for low-income individuals, community organizations, religious organizations, and so forth, to petition for adequate representation on the eligible entity's Board of Directors, should they feel members of their organization or population are inadequately represented.

I. Accountability and Reporting Requirements

1. Results Oriented Management and Accountability, Section 676(b)(12)

The State OCS shall require all eligible entities, as part of their grant applications, to prepare and submit a list of outcome objectives that will be identified and developed following the Results Oriented Management and Accountability (ROMA) System. As mentioned above, these ROMA outcomes will be incorporated into the funding agreement for each eligible entity, and will serve, in part, as necessary outcomes for satisfactory performance of their contracts. The State OCS will monitor these outcome objectives throughout the year through quarterly Program Progress Reports and by making an on-site visit during the Federal Fiscal Year. At such a time, the State OCS will analyze these outcome objectives to measure eligible entities' performance in promoting self-sufficiency, family stability and community revitalization. The objectives will conform to the performance measures meeting the following National Goals of the CSBG program:

Goal 1: Low-income people become more self-sufficient (self-sufficiency)

Goal 2: The conditions, in which low-income people live, are improved (Community revitalization).

Goal 3: Low-income people own a state in their community.

Goal 4: Partnerships among supporters and providers of services to low-income people are achieved.

Goal 5: Agency increases their capacity to achieve results.

Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems (family stability).

2. Annual Report, Section 678E(a)(2)

The CSBG Act requires each State to prepare and submit an annual report on the measured performance levels of the State and its eligible entities. The report must include minimum information that describes in detail CSBG activities and services as well as addresses outcomes that measure how CSBG funds were used to promote self-sufficiency, family stability and community revitalization.

a. Performance Objectives – Eligible entities must submit their final Program Progress Reports, which includes (a) performance objectives and (b) program accomplishments and activities, sixty days after the last quarter of the Federal Fiscal Year. Thus, the final annual reports for FY 2012 will be submitted to the State OCS in the first quarter of FY 2013. The State OCS will, in turn, submit information on performance objectives to the National OCS in its CSBG/IS report in the first quarter of calendar year 2013.

b. Funds to Eligible Entities (as shown in previous State Plan) vs. Actual Expenditures – CSBG Funds (including carry-over and discretionary funds) awarded to eligible entities for Federal Fiscal Year 2011 are as follows:

Honolulu Community Action Program, Inc.	\$2,848,734
Hawaii County Economic Opportunity Council	\$ 687,613
Maui Economic Opportunity, Inc.	\$ 427,913
Kauai Economic Opportunity, Incorporated	\$ 373,427

Actual final expenditure figures are required to be submitted to State OCS no later than 60 days after the last quarter of the FFY 2013 and 14. Therefore, the Funds to Eligible Entities vs. Actual Expenditures report will be submitted to National OCS in its CSBG/IS report in the first quarter of calendar year 2014 and 15.

c. Planned Distribution of Funds for Discretionary Purposes (as shown in previous State Plan) vs. Actual Expenditures – The five percent of CSBG funds allowed for discretionary purposes were passed on to eligible entities and are included in the table shown above. Therefore, this information will also be submitted to National OCS in the CSBG/IS report in the first quarter of calendar year 2010.

d. Planned Distribution of Funds for State Administration (as shown in previous State Plan) vs. Actual Expenditures – CSBG Funds (including carry-over funds) awarded to the State OCS Administration for Federal Fiscal Year 2009 is shown as follows:

State Office of Community Services	\$ 178,664
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Actual final expenditures will not be known until after the last quarter of the current Federal Fiscal Year. Therefore, the Planned Distribution of Funds for

State Administration vs. Actual Expenditures report will be submitted to National OCS in the CSBG/IS report in the first quarter of calendar year 2012.

- e. Profile of Participants Served (Number and Characteristics of Clients) – The Profile of Participants Served report is due sixty days after the last quarter of the Federal Fiscal Year. Therefore, this information will be submitted to National OCS in the CSBG/IS report in the first quarter of calendar year 2013.
- f. Statistical Report of CSBG Program Services – The Statistical Report on CSBG Program Services is due sixty days after the last quarter of the Federal Fiscal Year. Therefore, this information will also be submitted to National OCS in the CSBG/IS in the first quarter of calendar year 2013.
- g. Training and Technical Assistance Provided by the State of Hawaii – The Training and Technical Assistance (T/TA) report supported with CSBG funds is planned jointly with the four community action agencies prior to each Federal Fiscal Year. The T/TA report is due sixty days after the last quarter of the Federal Fiscal Year and will be submitted to National OCS in the CSBG/IS report in the first quarter of calendar year 2013

U.S. DHHS/ACF/OCS
Division of State Assistance/CSBG
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Washington, D. C. 20447

COMMUNITY SERVICES BLOCK GRANT PROGRAM

HAWAII
STATE

OFFICE OF COMMUNITY SERVICES
INDIAN TRIBE OR STATE ORGANIZATION

NAME OF OFFICIAL TO RECEIVE CSBG GRANT AWARD:

MILA KAAHANUI, EXECUTIVE DIRECTOR
(Name & Title)

OFFICE OF COMMUNITY SERVICES
(Indian Tribe/State Agency)

830 PUNCHBOLW STREET, ROOM 420
(Mailing Address)

HONOLULU, HAWAII 96813
(City/State/Zip Code)

(808) 586-8680 - (808) 586-8685 – En.H.Young@hawaii.gov
(Area Code/Telephone Number - FAX Number - E-mail Address)

CONTACT PERSON ON AUDIT ISSUES:

Antonio Sagayadoro, Senior Accountant – (808) 586-8683
(Name, title, & Telephone Number)

EIN NUMBER: 99-0266120

DATE: 8/14/09



Honolulu Community Action Program, Inc.

**Community Action Plan
FFY 2012 - 2013**

A. INTRODUCTION

Honolulu Community Action Program, Inc. is a private, non-profit 501(c)(3) community action agency serving Oahu's low-income residents since 1965. HCAP offers a range of programs and services to assist individuals and families to gain self-sufficiency. Annually, HCAP impacts over 17,000 people throughout the island of Oahu (Honolulu County).

HCAP serves the community through its mission of "POI: Providing Opportunities and Inspiration to enable low-income individuals or families to achieve self-reliance." HCAP offers programs and services in six major areas: Early Childhood; Employment; Education; Economic Development; Emergency & Transitional Programs; and Community Development & Advocacy.

HCAP's programs are designed to benefit low-income and disadvantaged clients. Eligibility for individual programs varies based on specific guidelines set by funders. While programs are its primary service delivery vehicle, equally important are HCAP's efforts to mobilize community members and groups to advocate for the needs of low-income people.

B. COMMUNITY NEEDS ASSESSMENT

1. Overview

Every three years, HCAP conducts a Community Needs Assessment, in compliance with requirements of the Community Services Block Grant. The assessment is updated each year. HCAP's assessment presents data on the needs and characteristics of low-income individuals and families in the agency's service area, the City and County of Honolulu, which includes the entire island of Oahu. Once collected, the data is analyzed to determine significant areas of need, identify any potential gaps in programs and services, and to develop goals and objectives accordingly.

The following Community Needs Assessment has been prepared for the new planning cycle of the Community Services Block Grant (CSBG) program year, October 1, 2012 to September 30, 2013. This assessment is the first in a three-year cycle.

2. Methodology

In coordination with the agency's District Advisory Councils, Board of Directors and Head Start Policy Council, HCAP's planning staff collected data through primary and secondary sources and stakeholder focus groups. Demographic information was collected based on current and projected trends. Target areas were determined by the highest concentration of low-income residents and HCAP's presence through its District Service Centers and program locations. Whenever possible, county-based data was used; when county-based data was not available, state data was used.

Sources include:

- HCAP internal databases
- Individuals eligible for HCAP services
- Community partners and stakeholders
- City and County of Honolulu
- U.S. Census Bureau
- U.S. Department of Education
- U.S. Department of Labor
- University of Hawaii – Center on the Family
- The Council for Community and Economic Research
- The Hawaii Appleseed Center for Law and Economic Justice
- The Economic Research Institute
- The National Center for Children in Poverty
- The National Institute for Early Education Research
- The National Science Foundation
- Hawaii Department of Business, Economic Development and Tourism
- Hawaii Department of Education

3. Oahu's Poverty Population

According to the U.S. Census Bureau's Small Area Income and Poverty Estimates for 2010 (SAIPE), 146,923 people in the State of Hawaii are living in poverty. Honolulu County is home to 59% of the state's impoverished population, with 87,411 people or 9.5% of Oahu's residents living at or below the poverty line.¹ Poverty is determined by comparing annual income with poverty thresholds that vary in relation to household size and age of members. If a household's combined gross income is less than the dollar value threshold set for the household, then each member of the household is considered to be in poverty.² Hawaii's dollar value income thresholds are approximately 15% higher than those on the Mainland; therefore, data likely understate the actual number and percent of persons living below the poverty level in Hawaii.³

The table below shows the U.S. Census Bureau's 2010 poverty estimates for the State of Hawaii and Honolulu County.

¹ U.S. Census Bureau. *Small Area Income Poverty Estimates for Hawaii Counties, 2009*. 12 December 2011. 1 November 2011. < <http://www.census.gov/did/www/saipe/data/statecounty/data/2010.html> >

² U.S. Census Bureau, "Small Area Income Poverty Estimates (SAIP) 2010 Highlights," n.d.

³ "Poverty Status of Persons: 1969, 1975, and 1979 to 2008." *The State of Hawaii Data Book*. Honolulu, 10 December 10.

TABLE 1: POVERTY ESTIMATES (2010)

	Poverty Estimate All	Poverty Percent All	Poverty Estimate < 18 yrs	Poverty Percent <18 yrs	Poverty Estimate 5-17 yrs	Poverty Percent 5-17 yrs	Poverty Estimate 0-4 yrs	Poverty Percent 0-4 yrs
State	146,923	11.1	43,595	14.7	23,307	13.0	14,535	17.1
Honolulu County	87,411	9.5	25,409	12.3	15,704	10.8		

Source: 2010 Small Area Income and Poverty Estimates, Table 1: 2010 Poverty & Median Income Estimates-Counties, U.S. Census Bureau, Small Area Estimate Branch (Release date: 11.2011)

4. Race and Ethnicity

Native Hawaiians and Other Pacific Islanders are overrepresented in the poverty population, as shown in Table 2 below. 14.4% of Native Hawaiians and Other Pacific Islanders live in poverty, as compared to 10.1% of whites and 5.9% of Asians.⁴

TABLE 2: POVERTY ESTIMATES BY RACE IN HONOLULU COUNTY

	Asian	White	Native Hawaiian & Other Pacific Islander	Black	Two or More Races	American Indian & Alaska Native
All Residents (Percent)	45.0	20.0	10.0	2.0	22.0	
Families at or Below Poverty Level (Percent)	28.7	25.8	17.9	1.6	24.0	0.3

Sources: U.S. Census Bureau, 2010 American Community Survey 1-Year Estimates, Poverty Status in the Past 12 Months (Hawaii).
U.S. Census Bureau. 2005-2009 American Community Survey 5-Year Estimates. < <http://factfinder.census.gov>>.

A special population that is not specifically enumerated in the data above is Micronesian migrants from the Freely Associated States of the Republic of the Marshall Islands, the Federated States of Micronesia, and the Republic of Belau. Micronesians are able to migrate freely to and from the United States through their countries' respective Compacts of Free Association (COFA). They can also access federal, state and local resources in education, social services, housing, public safety and medical care in their host states or territories. According to the General Accounting Office (GAO),

⁴ U.S. Census Bureau, 2010 American Community Survey 1-Year Estimates, Poverty Status in the Past 12 Months (Hawaii).

the estimated Compact Migrant Population in Hawaii grew from 5509 in 1998 to 12,215 in 2008, or 0.9 of the state's total population.⁵

Based solely on information from 1997 and 2003 surveys, Micronesian migrants in Hawaii have made significant progress with respect to the number and percentage living in poverty. In 1996, 61% of Micronesian migrants in the state were in poverty; in 2002, that number had decreased to 44%. According to Michael J. Levin of Harvard University, "on the whole, migrants showed improvement over the period, increasing high school graduation rates (although not college rates) and increasingly being in the labor force, and with higher incomes, and lower poverty levels." However, Levin, commenting on the improvement in poverty levels, continues that "large percentages of these populations continued to live below poverty in a very expensive state."⁶

Though there have been improvements for Native Hawaiians and Other Pacific Islanders, particularly Micronesians, these groups are still overrepresented in Honolulu's poverty population. There is a need for outreach, advocacy and services targeted specifically to these groups throughout HCAP's service area.

5. Language

22.3% of people in the State of Hawaii speak a language other than English in their home. Almost one-fifth of this group are limited in their English proficiency (LEP).⁷ Most are of Asian (Filipino, Japanese, Chinese, Korean and Vietnamese) or Native Hawaiian and Other Pacific Islander (Hawaiian, Samoan, Tongan, Marshallese, etc) descent.

The top 10 languages, other than English, spoken in Hawaii are:⁸

1. Ilocano
2. Japanese
3. Tagalog
4. Mandarin
5. Korean
6. Vietnamese
7. Bisayan (Cebuano)
8. Cantonese
9. Other Pacific Languages (Chuukese, Marshallese, Yapese)
10. Spanish

With the majority (84%) of Hawaii's limited English proficiency population living on Oahu, there is a need for English-as-a-second-language classes, as well as translation of agency materials to encourage LEP individuals to access needed services. In addition, children whose parents are limited in English proficiency can benefit from language-rich environments in early childhood education.

⁵ U.S. General Accounting Office, COMPACTS OF FREE ASSOCIATION – Improvements Needed to Assess and Address Growing Migration, GAO-12-64, (November 2011).

⁶ Michael J. Levin, Department of Public Health, Harvard University. The Status of Micronesian Migrants in the Early 21st Century, pp. 51-52, (2004)

⁷ Colmenares, Serafin. *Language Access in Hawaii*. (2008) Powerpoint presentation from the 2008 First Hawaii Conference on Language Access. Office of Language Access, State of Hawaii. <<http://hawaii.gov/labor/ola>> (Accessed December 2010).

⁸ Colmenares, S. *Language Access in Hawaii*.

6. Employment

While the local economy has shown slight areas of improvement, Hawaii's current 6.4% unemployment rate as of March 2012 stands in stark contrast to the pre-recession rate of 3%.⁹ In Honolulu, the March 2012 non-seasonally adjusted unemployment rate was 5.7%. These numbers, however, may not tell the whole story. According to Dr. Leroy O. Laney, Professor of Economics and Finance at Hawaii Pacific University, "[a]ny unemployment rate in today's environment can give too rosy a picture . . . [because] . . . [t]here is more 'underemployment' (people working some, but not at full-time jobs) and more 'discouraged workers' (people who aren't counted as unemployed simply because they have dropped out of the labor force)."¹⁰

The University of Hawaii Economic Research Organization (UHERO) projects modest but steady job growth rates for the State of 1.8%, for both 2012 and 2013, with corresponding decreases in unemployment rates to 5.3%, and 4.9% for those same years. Thus, with recovery in sight, especially for Oahu -- which currently "benefit[s] from strong international tourism and a more rapid stabilization of the broader economy" and where recent employment gains have been strongest,¹¹ -- the next two years will be a crucial period with respect to preparing and assisting unemployed and underemployed low-income people for new job opportunities.

Certain communities on Oahu face particular challenges in regards to employment. According to the University of Hawaii Center on the Family, the Leeward Coast communities of Waianae and Nanakuli both have per capita income levels (\$13,613 and \$11,446 respectively), significantly lower than the state average of \$21,525. Waianae's unemployment rate of 14.8% and Nanakuli's unemployment rate of 14.5% were also roughly nine percentage points higher than the State unemployment rate. 24.4% of Waianae residents and 19.8% of Nanakuli residents received TANF assistance, as compared to 5% of Oahu residents and 5.4% of state residents.¹² There is a need for increased assistance with pre- and post-employment services for Leeward Coast residents, including youth, adults and seniors.

7. Cost of Living (Inflation)

The Honolulu Consumer Price Index (inflation) for the first half of 2011 rose to 2.5%, higher than the national average of -0.2%.¹³ Honolulu was ranked third highest in cost of living among 309 urban areas in the United States.¹⁴ High rates of inflation continue to impact the buying power of the average family in Hawaii, even though incomes have increased. According to the U.S. Census Bureau, the average household income in Hawaii in 2000 was \$49,920; in 2009, it had risen to \$64,661. However, the inflation rate for Honolulu averaged 3.0 percent a year in the same period, which means that the average family's buying power actually declined.¹⁵ In an April 2012 Hawaii

⁹ U.S. Department of Labor, Bureau of Labor and Statistics. "Local Area Unemployment Statistics." 22 November 11. 15 December 11. <<http://www.bls.gov/web/laus/laumstrk.htm>>.

¹⁰ FHB Economic Forecast at p.1.

¹¹ State Forecast Update (UHRO), pp. 1 & 3.

¹² UH Center on the Family -- Community Profiles (Waianae & Nanakuli)

¹³ U.S. Department of Labor, Bureau of Labor and Statistics. "CONSUMER PRICE INDEX, HONOLULU -- FIRST HALF 2011 AREA PRICES UP 2.5 PERCENT OVER THE PAST SIX MONTHS, UP 3.5 PERCENT FROM A YEAR AGO." 18 August 11. 15 December 11. <<http://www.bls.gov/ro9/cpihono.htm>>.

¹⁴ The Council for Community and Economic Research. "COLI Release Highlights, Third Quarter 2011." n.d. 15 December 2011. <<http://www.coli.org/ReaseHighlights.asp>>.

¹⁵ Hawaii Business. (2011). "Hawaii 2011: Our Quality of Life."

Appleseed Center for Law and Economic Justice Policy Brief, Hawaii was shown to have the lowest adjusted-average income, \$22,107, in all the fifty states, due to its extremely high cost of living and “fairly elevated tax rates.”¹⁶ HCAP sees this as an indication of the need for employment support services that not only address unemployment, but underemployment as well.

8. Housing

a. Rental and Home Ownership

Housing is generally expensive in Hawaii, both to rent and own, due in part to the high price of land. In 2007, the average monthly mortgage was \$1,992, while the average monthly rent was \$1,144.¹⁷ Hawaii rents exceed the national average by 50%.¹⁸ In fact, 47.9% of Hawaii households pay more than 30% of their income on housing, the highest in the United States. Two-thirds of poor households spend more than 50% of their income on rent.¹⁹ Public housing is available, but is difficult to access with over 9000 applications on the waiting list with an average wait time of two to five years.²⁰

The median household income in Honolulu County in 2010 was \$67,519.²¹ According to the National Low Income Housing Coalition, fair market rent (FMR) for a two-bedroom apartment in Honolulu County is \$1,702 a month. Assuming that a household spends no more than 30% of gross income on utilities, the household must earn \$5,673 a month, or \$68,080 a year (more than the median income), to rent a two-bedroom apartment at FMR. A household must contain 4.5 people, earning at least minimum wage, and working no less than 40 hours a week year-round in order to afford such an apartment²². In another example, a family of four renting a three-bedroom home in Honolulu needs a combined household income of \$79,173, to lead a lifestyle similar to that of a family of the same size living on the Mainland. This income amount is 65% greater than the national average of \$48,000.²³

The cost of home ownership is also an indicator of Hawaii’s high cost of living. In 2010, Hawaii’s homeownership rate was 56.1%, one of the lowest home ownership rates in the nation.²⁴ Achieving home ownership in Honolulu County is especially difficult, as housing costs are much higher than the other counties. According to U.S. Census data, the median value of owner-occupied housing in Honolulu County is \$537,800, approximately \$13,000 more than the state average.²⁵

This data indicates a need for agencies to support low-income families in increasing their earning potential, gaining financial literacy skills, and maintaining positive credit ratings in order to

¹⁶ Hawaii Appleseed Center for Law and Economic Justice, “The State of Poverty in Hawaii & How to Restore our Legacy of Fairness, p. 10. (April 2012).

¹⁷ Department of Business, Economic Development & Tourism, State of Hawaii. (December 2009). “Hawaii Facts & Figures.” <<http://hawaii.gov/dbedt>> (Accessed October 2010)

¹⁸ Hawaii Appleseed at 11.

¹⁹ *Id.*

²⁰ *Id.*

²¹ U.S. Census Bureau. “Small Area Income Poverty Estimates for Hawaii Counties, 2010.” 12 December 2011. 1 November 2011. <<http://www.census.gov/did/www/saipe/data/statecounty/data/2010.html>>.

²² National Low Income Housing Coalition. “Hawaii.” n.d. 20 December 2011.

<<http://www.nlihc.org/or/or2011/data.cfm?getstate=on&getmsa=on&msa=133&getcounty=on&county=542&state=HI>>.

²³ Economic Research Institute. “Geographic Reference Report 2008: Cost of Living Analysis for Honolulu, Hawaii vs. U.S. State Average.” 1 January 2008. 10 December 2010. <<http://www.erieri.com>>.

²⁴ U.S. Census Bureau. “The 2012 Statistical Abstract, Construction & Housing, Homeownership and Housing Costs.” n.d. 20 December 2012. <http://www.census.gov/compendia/statab/cats/construction_housing/homeownership_and_housing_costs.html>.

²⁵ U.S. Census Bureau. “State and County QuickFacts: Honolulu County 2011.” 20 December 2011. <<http://quickfacts.census.gov/qfd/states/15/15003.html>>.

obtain and maintain housing. Both home ownership and rental options must be considered; ownership may simply not be an option for some households.

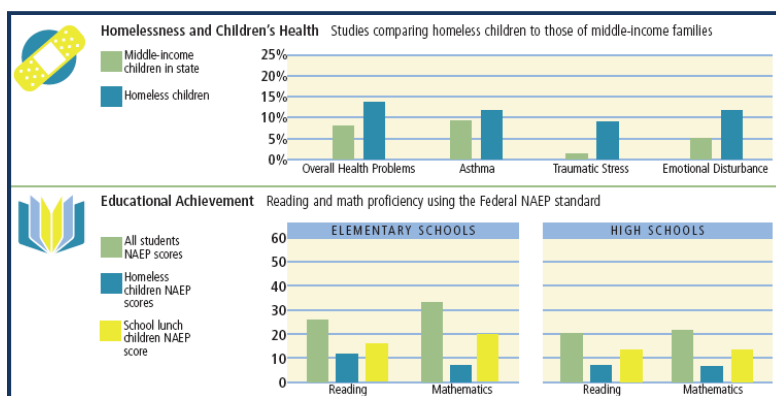
b. Homelessness

The City and County of Honolulu periodically conducts point-in-time counts of individuals and families experiencing homelessness. On January 25, 2011, a total of 4,234 people were identified as being homeless on Oahu. Of those identified, 31.2% (1,322) were unsheltered and 68.8% (2,912) were sheltered (residing in an emergency shelter or transitional housing program). The majority of sheltered homeless were located in Leeward Oahu (38.2%), Downtown Honolulu (31.9%) and Ewa (22.1%). The majority of unsheltered homeless were in Downtown Honolulu (33.9%), Leeward Oahu (22.4%), and East Honolulu/Waikiki (17.8%). It should be noted that there was a significant decrease in the East Honolulu and Leeward unsheltered totals compared to the 2010 count, from 307 to 235, and from 410 to 296, respectively.²⁶ This improvement is likely due to the increase in emergency and transitional shelter options provided by State, local and private agencies, including HCAP.

Taking a broader view than the Point-in-Time Count, the University of Hawaii Center on the Family determined that 14,200 homeless individuals were served statewide through shelter and outreach programs in FY 2011. In Honolulu County, a total of 6211 individuals received shelter services; 2060 (33%) of those individuals were children under the age of 18.^{27 28}

There are significant disparities in health and educational achievement between homeless children and middle-income children, as shown in Table 3 below. Homeless children are at higher risk for health problems, traumatic stress and emotional disturbance, and have lower academic proficiency than other children.

TABLE 3: HOMELESSNESS & CHILD OUTCOMES IN HAWAII



Source: http://www.homelesschildrenamerica.org/pdf/report_cards/short/hi_short.pdf

Certain ethnic groups are overrepresented in the homeless population on Oahu. According to the Homeless Service Utilization Report, Hawaiians/Part Hawaiians (28%), Marshallese/Micronesians (25%), and Caucasians (21%) were the three largest ethnic groups accessing shelter services on Oahu.²⁹ Approximately 74% of Oahu adults who accessed shelter services had a high school diploma/GED or less. Nearly 70% were unemployed. Finally, of those

²⁶ City & County of Honolulu – Homeless Point-in-Time Count 2011. pp. 7-14. (May 2011).

²⁷ *Id.* at 5.

²⁸ In the National Survey of Programs and Services for Homeless Families (Winter 2010), the Institute for Children & Poverty reported that in 2008, homeless children receiving state services on the Leeward Coast numbered more than 1,300, up from 942 in 2006, a 38% increase.

²⁹ *Homeless Service Utilization Report* (2011) at 5.

exiting a program, participants in transitional housing had the highest rates of finding stable housing either through renting or owning (36%) or staying with family or friends (29%); the corresponding figures for emergency shelter exits and outreach program exits are 15%/13% and 7%/6%, respectively.

Taking into account the data presented, HCAP recognizes a need for a multi-faceted approach, including the following: providing transitional housing with support services to continue reducing the number of unsheltered homeless on Oahu; offering quality education options for homeless children, with corresponding support services for parents; maintaining partnerships and keeping abreast of developments in homelessness prevention strategies at the Federal, State and local level, including transition-in-place.

9. Energy and Utilities

While there is a statewide initiative to build a clean energy economy, Hawaii is still the most energy-dependent state in the nation.³⁰ Oil dependency is a major risk for the state as whole, and low-income populations in particular, as fluctuations in price and supply can greatly impact the day-to-day costs of utilities. Due to the islands' relative geographic isolation (more than 2,000 miles from any major land mass, east or west), approximately 80% of all goods are imported via air and sea transportation. Fuel costs directly affect all consumer prices,³¹ and fuel prices in Hawaii are the most costly in the nation.³²

At 37 cents per kilowatt hour (kWh),³³ the cost of electricity in Hawaii is almost four times the national average retail price of 9.83 cents per kWh.³⁴ Individual electric meters in Hawaii record a statewide average of 615 kWh per month.³⁵ This translates to an average monthly utility bill of \$227.55 for a typical household of four. Low-income households are especially vulnerable to the impacts of high energy costs, as a larger percentage of their income is used to pay for utilities. Financial hardships can force low-income residents to make difficult choices between using electricity and paying for other necessities, even food. Installation of energy-saving measures in low-income homes can lessen the financial burden; however, the purchase of these devices is often cost prohibitive for the target population.

Increases in consumer energy demand for transportation and household needs, combined with an overall decline in reserves of extractable oil, have resulted in escalating energy costs. Oahu's low-income families will continue to need affordable methods and education to help them reduce their energy use. Honolulu County could also benefit from increased advocacy for energy conservation on an individual, family and community level.

10. Education

a. Early Childhood Education

³⁰ State of Hawaii, Department of Economic Development and Tourism. "About" n.d. 20 December 2011. <<http://energy.hawaii.gov/about>>.

³¹ U.S. Census Bureau. "Housing Vacancies and Home Ownership: 2010." 10 December 2010.

³² State of Hawaii, Department of Economic Development and Tourism. "About" n.d. 20 December 2011. <<http://energy.hawaii.gov/about>>.

³³ Matsuura, Dean. "Hawaiian Electric Energy Cost Adjustment Factor for December 2011." 30 November 2011. 20 December 2011. <<http://www.heco.com/vcmcontent/StaticFiles/FileScan/PDF/EnergyServices/FuelAdjustment/HECO/HECOECACDECEMBER2011.pdf>>

³⁴ U.S. Energy Information Administration. "State Electricity Profiles. Released Jan. 30, 2012. <<http://www.eia.gov/electricity/state/>>

³⁵ HECO Energy Conservation and Efficiency Program. "Get The Facts." 20 December 2011 <<http://www.hawaiienergy.com/13/get-the-facts>>.

The U.S. Census Bureau's 2010 Poverty Estimates indicate that 17.1% or 14,535 of all children under the age of five in Hawaii live at or below the poverty threshold. The report does not provide a breakdown by county; however, Census data from 2000 shows the relative geographic distribution of children (0-5) living in Oahu. Table 4 provides this information according to school complex area, showing the highest percentages of young children in poverty are in the Leeward Coast, downtown Honolulu, and North Shore (Kahuku) areas.

TABLE 4: GEOGRAPHIC LOCATION OF OAHU CHILDREN (AGES 0-5) IN POVERTY

HCAP District	Geographic Area	Children under age 5	Children 0-5 living in poverty		% of children 3-5 in preschool, nursery or kindergarten
			Number	Percent	
LEEWARD	Waianae	2744	900	32.8 %	56.3 %
	Nanakuli	1005	137	25.0 %	62.6 %
	Kapolei	2291	179	7.8 %	73.3 %
<i>SUBTOTAL (LEEWARD)</i>		6040	1216	20.1 %	
CENTRAL	Campbell	3971	242	6.1 %	64.3 %
	Waialua	777	154	20.0 %	73.9 %
	Leilehua	4577	755	16.5 %	61.6 %
	Mililani	3339	210	6.3 %	74.1 %
	Pearl City	2687	368	13.7 %	72.9 %
	Aiea	2270	258	11.4 %	73.8 %
	Moanalua	2649	233	8.8 %	79.7 %
	Radford	3102	260	8.4 %	74.8 %
<i>SUBTOTAL (CENTRAL)</i>		23,372	2480	10.6 %	
KALIHI-PALAMA	Farrington	3071	829	27.0 %	61.7 %
	McKinley	2843	674	23.7 %	77.3 %
<i>SUBTOTAL (KALIHI-PALAMA)</i>		5914	1503	25.4 %	
LEAHI	Roosevelt	2550	459	18.0 %	81.6 %
	Kaimuki	3188	624	19.6 %	79.7 %
	Kalani	1389	21	1.5 %	97.5 %
	Kaiser	1533	32	2.1 %	95.8 %
<i>SUBTOTAL (LEAHI)</i>		8660	1136	13.1 %	
WINDWARD	Kailua	1675	95	5.7 %	75.6 %
	Kalaheo	2771	181	8.0 %	77.6 %
	Castle	3129	190	6.1 %	87.4 %
	Kahuku	1412	313	22.2 %	70.7 %
<i>SUBTOTAL (WINDWARD)</i>		8987	779	8.7 %	
TOTALS	Oahu	56,950	7,745	13.6 %	73.0 %
	State	78,750	12,127	15.4 %	72.7 %

Source: http://uhfamily.hawaii.edu/cof_data/profiles/profiles.asp

School readiness assessments and data on children in poverty provide demographic characteristics of young children in low-income families. The Hawaii State School Readiness Assessment indicates that out of 15,349 children who attended kindergarten in 2010-2011,

51% received free/reduced lunch subsidies; 14% were non-native English speakers (ESL, ELL), 6% were special education students, and 41% did not attend any preschool prior to starting kindergarten.³⁶ A study by the National Center for Children in Poverty lists multiple risk factors facing young children in Hawaii, including a single-parent household, poverty, linguistic isolation, parents with less than a high school diploma, and parents without paid employment. The same study finds that 34% of children in Hawaii face at least one or two of these risk factors at an early age.³⁷

State-level data shows a lack of school readiness for children entering kindergarten. A 2008 report by the State of Hawaii Department of Health indicates that only 8% of students entering public kindergarten consistently displayed the skills and characteristics necessary to succeed in school.³⁸ The 2009 Hawaii State School Readiness Assessment (HSSRA) found that 24.3% (less than 1 out of 4) of the state's public school kindergarten classes had a majority of students who exhibited necessary pre-literacy skills. For pre-math skills, the result was only slightly better, at 31%.³⁹ Although the state has indicated a new emphasis on early childhood education, the percentage of children that attend preschool prior to starting kindergarten has dropped every year for the past 3 years. In 2010, only 59% of kindergarteners had attended preschool.⁴⁰

b. Preschool Services

Hawaii's Early Childhood Education Task Force, convened as a result of Act 259 in 2006, developed five- and ten-year plans for a "comprehensive and sustainable early learning system that would provide a continuum of early learning opportunities for the children of Hawaii, from birth to 5 years of age."⁴¹ The task force recognized that a large gap exists between the academic abilities of high- and low-income children by age six. It also recognized that early interventions through quality programs for the child and family can make a tremendous difference. Children in these programs have higher literacy, school achievement and reading and math test scores. Benefits extend into adulthood, including increased earnings and rates of home ownership, and decreased instances of contact with the criminal justice system and social services.⁴²

Hawaii's statewide child care resource and referral agency reports that there are a total of 410 licensed preschool facilities in the State of Hawaii, with 269 located on the island of Oahu. On Oahu, enrollment in these programs was 13,661 as of June 2009, which was lower than the desired capacity of 14,408 and the licensed capacity of 15,496. The following are some of the larger, multi-facility early childhood education providers, with the number of preschool locations each offers: HCAP Head Start (86); Kamaaina Kids (15); Kamehameha PreSchools (12); Military Child Development Centers (12); KCAA (7); Seagulls Schools (6); Montessori Schools (6); Rainbow Schools (5); Parents and Children Together Head Start (5); and Cole Academy (4).

There are no state-funded preschools in Hawaii, as cited in the State of Preschool 2009 report by the National Institute for Early Education Research.⁴³

³⁶ System Evaluation and Reporting Section, Systems Accountability Office, Office of Superintendent, Hawaii State Department of Education and the Good Beginnings Alliance. *Hawaii State School Readiness Assessment*. Honolulu, HI: November 8, 2010.

³⁷ National Center for Children in Poverty. (2008.) "Hawaii Early Childhood Profile." Mailman School of Public Health. Columbia University.

³⁸ He, S.J., et. al. *ECCS – Hawaii's early childhood comprehensive system*.

³⁹ Good Beginnings Alliance. *Hawaii's Young Children Not Ready to Succeed*.

⁴⁰ *Hawaii State School Readiness Assessment*.

⁴¹ Early Learning Educational Task Force. (2008). *Act 259 Report to the 2008 State Legislature*.

⁴² Early Learning Educational Task Force. (2008). *Act 259 Report to the 2008 State Legislature*.

⁴³ Barnett, Steven W. Ph.D., Epstein, Dale J., Ph.D., Friedman, Alison H., Ed.M., Sansanelli, M.A., Hustedt, Ph.D., Jason T., (2009.) *The State of Preschool 2009: State Preschool Yearbook*. The National Institute for Early Education Research.

As the need for quality early childhood education grows, the options for low-income families are shrinking. The decision for low-income families to enroll their children in preschool is affected by many factors, not the least of which is the cost of center care and the availability of financial subsidies. In 2011, the average annual fees a family in Hawaii paid for full-time center care for a 4-year-old was \$7,284.⁴⁴ The average monthly full-time rates in child care centers in June 2009 were \$685 for children ages 3-4 and \$689 for children ages 4-5.⁴⁵

The Hawaii Interdepartmental Council's School Readiness Performance Partnership reported in 2007 that 61.5% of low-income 3-4 year olds (9,178 children) were in subsidized preschool programs or receiving subsidies to attend preschool centers. Faced with budget shortfalls in 2010, the State of Hawaii Department of Human Services (DHS) decreased its childcare subsidies for low-income children. Under DHS's new plan, a family at 100% of the Federal Poverty Level (FPL), which previously did not pay any co-payment, now has a co-pay of \$120. Families at 175% FPL (the level at which children would qualify for free or reduced lunch), who used to pay \$120 per month, must now pay \$420 per month.⁴⁶ These cuts in childcare subsidies have already had a demonstrated negative impact on families' ability and willingness to enroll their children in preschool.

Tuition assistance and subsidies are available through other avenues. One options is the Child Care Connection Hawaii (CCCH), a Federal subsidy program offered on a sliding scale to households whose gross family income does not exceed 85% of state median income. Another option is the PreSchool Open Doors Project, a preschool subsidy program for 4 year olds and, on a case-by-case basis, for 3 year olds. The Open Doors project has the same income eligibility criteria as CCCH; however, there has recently been a 50% reduction in the number of children served by the project.⁴⁷

Finally, compounding the problem of access to preschool, particularly for low-income families, the State plans to eliminate Junior Kindergarten in Hawaii and move up the cut-off date for kindergarten eligibility from December 31st to August 1st. This change will leave potentially thousands of children without State-funded school options starting in school year 2014-2015. Local education experts have found that 58% of children (roughly 6,000) would qualify for Junior Kindergarten under the current age parameters. About half of these children come from families whose income is low enough to qualify for preschool subsidies.⁴⁸ When the new age parameters go into effect, these children will no longer qualify for Junior Kindergarten and their families will have severely limited options in regard to preschool and child care.

⁴⁴ National Association of Child Care Resource & Referral Agencies. (2011). "Child Care in the State of: Hawaii." <<http://www.naccrra.org/>>.

⁴⁵ PATCH. (2009). *Report on Facilities and Capacity as of June 2009*. Honolulu, HI.

⁴⁶ Good Beginnings Alliance. (May 2010). "Hawaii's Young Children Not Ready to Succeed." Honolulu, HI.

⁴⁷ Ibid.

⁴⁸ Chun, Elisabeth. *Testimony to the State of Hawaii House Committee on Finance regarding SB0268 SD2 HD1*. Good Beginnings Alliance. Thursday, March 25, 2010.

c. Youth Education

In its 2007 report, the Editorial Projects in Education Research Center ranked Hawaii 47th among the 50 states for student achievement in grades K through 12.⁴⁹ The report, which utilized student scores from the National Assessment of Education Progress (NAEP, also known as “the nation’s report card”) to generate its findings, showed that Hawaii students perform below the national average in every category, and well below average in elementary reading and middle school math.⁵⁰

Every two to three years, NAEP conducts nation-wide assessments in mathematics, reading, science, and writing. Public school students are assessed and ranked according to their subject proficiency and performance on standardized tests.⁵¹ In 2009, 46 states participated in the NAEP science skills assessment. Hawaii was one of only ten states to receive a score lower than the nation-wide average in 4th grade science and one of fifteen states to receive a below-average rating in 8th grade science.⁵² 37% of fourth-grade Hawaii students assessed were at below basic level proficiency in science, 38% at basic level, and only 27% at proficient.⁵³ The results of 8th grade students in Hawaii assessed in NAEP science are as follows: 50% were below basic level proficiency, 33% at basic level proficiency, 17% were proficient. Compare this to the nation-wide findings of 38% below basic, 33% basic, 28% proficient, and 1% advanced. Oahu students also fall below state standards; of all public and charter school students grades 3-10 in Honolulu County, only 45.2% met Hawaii standards in mathematics, while only 63% met Hawaii standards in reading.⁵⁴

Low-income levels of students’ families may negatively affect school performance. The NAEP State Profile reported 43.3% of students in Hawaii were eligible for free or reduced lunch through the National School Lunch (NSL) Program. According to the Hawaii Department of Education, 37.9% of public school children receive free or reduced-cost lunch.⁵⁵ In 2009, 4th grade students eligible for NSL had an average science score 24 points lower than those who were not eligible for NSL. Their average math score was 20 points lower. 8th grade students had similar results; students eligible for NSL had scores 20 points and 18 points lower in science and math, respectively.

Many low-income families are not able to provide supervision or learning opportunities for their kids during working hours. In addition, overburdened public schools are suffering budget cuts and the reduction or elimination of many after-school and enrichment programs. The increasing number of working parents and lack of out-of-school opportunities contribute to low levels of educational achievement, inadequate skill sets, lack of pro-social activities and declines in family and community involvement, all of which are risk factors for children in poverty. Children without positive after-school activities are also at a higher risk for developing alcohol and drug dependence.

⁴⁹ Editorial Projects in Education Research Center. “*Quality Counts 2007: From Cradle to Career, Connecting American Education From Birth to Adulthood.*” *Education Week*. (2007)

⁵⁰ Creamer, Beverly. “Study: Hawai’i kids’ prospects just so-so.” *Honolulu Advertiser*. Honolulu, HI: January 3, 2007.

⁵¹ National Science Board. 2012. Science and Engineering Indicators 2012. Arlington VA:

National Science Foundation (NSB 12-01), 8-7

⁵² U.S. Department of Education. Institute of Education Sciences, National Center for Education Statistics, National Assessment of Educational Progress (NAEP) 2011. 2009 Science Assessment (NCES 2011-451), 3

⁵³ U.S. Department of Education, 16

⁵⁴ Hawaii Department of Education, Trend Report: Educational and Fiscal Accountability, 2007-2008.

⁵⁵ Id.

HCAP has identified education opportunities for youth as a particular area of need in Honolulu County. Activities should support low-income parents work schedules, provide alternatives to risky behaviors, and target improved school performance in reading, math and science.

d. Adult Education

According to 2009 estimates, 90.4% of adults living in Hawaii (over the age of 25) and 90.5% of those living in the City and County of Honolulu (over the age of 25) have a high school diploma (including equivalency) or higher.⁵⁶ This is a positive statistic; however, the education level of parents in low-income families is, on average, lower than education level of higher-income families. 61% of children in Hawaii whose parents do not have a high school diploma live in low-income families; 43% whose parents have only a high school diploma live in low-income families; and 22% whose parents have some college or more live in low-income families.⁵⁷

Because the cost of childcare is often a barrier to parents pursuing higher education, providing daytime and after-school programs can help support low-income parents seeking to go back to school. There is also a need for GED and Competency-Based High School Diploma (C-Base) programs, as well as training in computer skills and adult literacy.

11. Focus Groups

a. Methodology

From March 27, 2012 to May 10, 2012, HCAP conducted a series of six focus groups in the agency's five districts on Oahu: Windward, Leeward, Central, Leahi and Kalihi-Palama. Participants included HCAP clients, staff, Board Members, District Advisory Council Members and community partners. Using a pre-established set of open-ended questions, facilitators asked participants to identify their community's strengths and challenges, recommend solutions, and provide their perceptions of HCAP. Discussion within the groups was encouraged. All comments were recorded and compiled to develop the following analysis.

b. Strengths

The majority of the focus groups gave positive feedback regarding the services available in their communities; most commonly mentioned were food assistance, children's education, and family/parent activities. The groups also cited specific organizations as strengths, particularly schools, social service agencies, faith-based organizations and health providers. HCAP and its staff were mentioned as strengths. The majority of groups also emphasized the positive impact of community involvement. Benefits of close relationships within communities included coalition-building, volunteering, community policing, communication of available services via "word-of-mouth," and the ability of individuals and agencies to work together to affect positive change.

c. Challenges

All of the focus groups described the ability (or lack thereof) of low-income individuals and families to access community resources as a key challenge. Barriers identified were cuts to staff and resources, uncoordinated and/or duplicated services, a lack of knowledge regarding

⁵⁶ 2009 American Community Survey 1-Year Estimates.

⁵⁷ National Center for Children in Poverty.

services available, lack of effective linkages and collaboration between agencies, and competition for limited funding. Client attitudes about accessing services were also mentioned, including a lack of motivation, sense of reluctance to ask for assistance due to shame or stigma, or

Four of the six groups described challenges in the area of family and children, particularly for working parents and single parents seeking to raise children while meeting their family's economic needs. Housing was also a commonly identified challenge. Four of the six groups described the high cost of housing and difficulties in accessing services, such as rental assistance. Employment and education were also mentioned as challenges, particularly in the Kalihi-Palama and Leeward districts.

d. Solutions

In proposing ways to address the challenges identified, the groups focused on three key areas: education/training, collaborations and partnerships, and access to community resources.

The groups proposed increasing education and training opportunities in the areas of job readiness, adult education (including GED and computer skills), vocational and on-the-job training. Also mentioned were the importance of "soft skills" as related to the family and community; such as helping children develop values, strengthening positive relationships between spouses, and encouraging community members to care for each other, both within and outside of their own family unit.

The groups also suggested that agencies, including HCAP, should develop strong partnerships and take advocacy roles to maximize resources and target services, and that individual community members should become involved through local neighborhood boards. Finally, they recommended that agencies make sure their staff are knowledgeable about resources available and incorporate them into case management services, as well as collaborating with other providers to locate the most appropriate services for each client's individual needs.

e. Perceptions of HCAP

The most popular and well-known HCAP programs, as identified by the focus groups, are food distributions, the Low-Income Home Energy Assistance Program (LIHEAP), and Head Start. Additional programs identified by some of the focus groups included rental assistance (through the American Recovery & Reinvestment Act), the free tax assistance program, and school supplies (through Helping Hands Hawaii). Other HCAP programs were each mentioned by only one focus group, so are not listed here.

When asked how HCAP could be more effective in meeting the needs of their communities, most of the groups recommended advocacy, collaboration and partnerships. They suggested that HCAP work to increase participation in its District Advisory Councils and establish partnerships with city, state and other agencies. The groups felt that this could help HCAP become a more visible presence in the community, exchange resources, and access and generate additional funding.

The groups were also asked how HCAP can improve the ways that people find out about its services. No one method was identified by the majority of groups, but the most frequent suggestions were print media that targets specific communities/populations, "cross-selling"

services by advertising to current HCAP clients and through other service agencies, and on-line marketing via website, email and social media.

f. District-Specific Needs and Solutions

Additional recommendations were given by one or two focus groups, but not all. They are described here as opportunities that HCAP can respond to in particular districts.

Transportation, education, and employment were identified as key challenges in the Windward and Leeward districts, as jobs and training opportunities do not tend to be located in these more rural areas. The groups suggested addressing these challenges by providing training and support, including computer classes, certificate/vocational programs, domestic violence prevention, job readiness training, on-the-job training, and transportation.

In contrast with Leeward and Windward, the Central and Kalihi-Palama areas described their urban setting and proximity to services and employment opportunities as strengths. The Central group also described the large military presence as a strength of their community, in that the military offers a variety of resources to its low-income families. The group encouraged HCAP to publicize its services more to military families. A challenge posed by the urban setting, as described by the Kalihi-Palama group, is the high concentration of low-income population. This can put a strain on the resources of service providers, as well as presenting challenges related to cultural differences.

In addition to the Kalihi-Palama group, the Central and Leahi groups also described culture and language differences as significant challenges. With the growing Micronesian, Marshallese, and Asian immigrant populations in these districts, the groups expressed concern about whether services available are adequate to meet the needs of the populations and to overcome language and cultural differences. They proposed that service agencies have more translators available, particularly in Asian and Pacific Island languages.

12. Community Resources

As a final step in assessing community need, HCAP looked at the existing resources on Oahu. In developing its Community Action Plan, HCAP will compare existing resources with the needs identified in each section of the above assessment, to determine gaps in service and to develop an action plan.

The following table lists local resources available to low-income Oahu residents.

TABLE 5: COMMUNITY RESOURCES LIST

Resource	Program or Service Title	Provider Agencies
General Financial Assistance	<ul style="list-style-type: none"> • Temporary Assistance for Needy Families (TANF) • Temporary Assistance for Other Needy Families 	<ul style="list-style-type: none"> • State Dept. of Human Services (DHS) – Benefits, Employment Services, Support Services Division (BESSD)

Resource	Program or Service Title	Provider Agencies
Employment Placement and Support Services	<ul style="list-style-type: none"> • Employment Core Services for Low-Income Persons, Immigrants & Refugees • First to Work • Oahu WorkLinks One Stop Center System 	<ul style="list-style-type: none"> • Pacific Gateway Center • Institute for Human Services • DHS – BESSD • Oahu WorkLinks • HCAP • Goodwill Industries Hawaii • Catholic Charities
Food Assistance	<ul style="list-style-type: none"> • Emergency Food Assistance Program • Ohana Produce Food Distribution • Special Supplemental Nutrition Program for Women, Infant, and Children (WIC) • Supplemental Nutrition Assistance Program (SNAP) • Congregate Meals 	<ul style="list-style-type: none"> • DHS-BESSD • State Dept of Health • HCAP • HCAP/Hawaii Food Bank • River of Life Mission Church
Housing Assistance	<ul style="list-style-type: none"> • Public Housing • Section 8 Vouchers • Emergency Shelters • Transitional Housing 	<ul style="list-style-type: none"> • Hawaii Public Housing Authority • Dept. of Community Services – City & County of Honolulu • Institute for Human Services • Hawaii Helping the Homeless Have Hope • HCAP Kumuhonua Transitional Shelter • Onemalu Transitional Shelter • Onelauena Transitional Shelter • Ulu Ke Kukui • Kahikolu Ohana Hale O’ Wai’anae • Family Promise Hawaii • U.S. Vets
Legal Assistance		<ul style="list-style-type: none"> • Volunteer Legal Services Hawaii • Legal Aid Society of Hawaii • UH Law School Elder Law Program • Lawyers for Equal Justice
Energy & Utilities Assistance	<ul style="list-style-type: none"> • Low-Income Home Energy Assistance Program (LIHEAP) • Utility Assistance • Weatherization Assistance Program (WAP) • Weatherization Initiative for Native Hawaiians – Hale Maika`i 	<ul style="list-style-type: none"> • HCAP • Helping Hands Hawaii • Center for Native Hawaiian Advancement

Resource	Program or Service Title	Provider Agencies
Full-Day/Full-Year Preschool Services and/or Infant Toddler Program	<ul style="list-style-type: none"> • HCAP Head Start Full-Day/ Full-Year • Early Head Start/Head Start • Other Preschool Programs 	<ul style="list-style-type: none"> • Honolulu Community Action Program (HCAP) • Parents and Children Together (PACT) • Kamaaina Kids • Kamehameha Preschools • KCAA Preschools • Keiki O Ka Aina Family Learning Center • Rainbow Schools • Seagull Schools
Preschool Tuition Assistance	<ul style="list-style-type: none"> • Child Care Connection • First to Work • HELP Childcare • Preschool Open Doors • Puahi Keiki Scholars Program 	<ul style="list-style-type: none"> • Arbor Education and Training • DHS – BESSD • Keiki O Ka Aina Family Learning Center • PATCH • Kamehameha Schools/ Bishop Estate
After-School Programs for At-Risk Youth	<ul style="list-style-type: none"> • Hā Initiative: Creative STEM After-School Program • Sports Teams • Tutoring Program • Civic Clubs • Farming/Gardening Program 	<ul style="list-style-type: none"> • HCAP • Boys and Girls Club • After School All-Stars Hawaii • A+ Kamaaina Kids • Pop Warner Football • Keiki O Ka Aina • Palama Settlement • Susannah Wesley Community Center • Kaala Farms
Literacy Services	<ul style="list-style-type: none"> • Adult Literacy Program • Family Literacy Program • Read to Me International 	<ul style="list-style-type: none"> • Dept of Education Community Schools for Adult • Hawaii Literacy • Read to Me International Foundation

C. SERVICE DELIVERY SYSTEM

Honolulu Community Action Program, Inc. (HCAP) operates direct services programs, develops and maintains community partnerships, and facilitates citizen advocacy to meet the needs identified in Oahu's low-income communities. Fundamental to HCAP's service delivery system are its District Service Centers, located throughout the island in areas with high concentrations of low-income residents: Central, Leeward, Windward, Kalihi-Palama, and Leahi. The centers serve as the "front door" to all the opportunities HCAP provides, whether provided by the centers themselves, HCAP's stand-alone programs, or by HCAP's community partners. Each District Service Center has deep, long-established roots in the communities it serves and is familiar and accessible to the HCAP's target populations of low-income individuals and families.

HCAP also provides a range of other programs that receive referrals from the District Centers or recruit participants directly. As with the district service centers, they start with program outreach and marketing to inform those in need of the availability of assistance. Staff members (including case managers, community workers, family advocates, counselors, etc.) work with potential clients to determine program eligibility and understand their concerns and needs. The staff works with the applicant to complete intake forms and needs assessments, to help the client determine individual service plan goals. Clients then either receive direct services from HCAP and/or referrals to additional resources within HCAP's network of government, private, and community-based service providers.

The agency disseminates information about its programs through its weekly e-newsletter *HCAP Weekly*, quarterly newsletter *Ku'i Na Lono: Spread the News*, Annual Report, press releases, flyers, television and radio advertisements, earned media, presentations at community groups, events, and other agencies, and door-to-door outreach.

District Service Centers

HCAP operates five district service centers on Oahu to provide resources and services to low-income residents near their home communities. A key function of the centers is the encouragement of citizen involvement in public and community affairs and in decision-making processes which affect their well-being. The staff assists residents in identifying community needs and ways to obtain positive solutions. Each District Service Center is advised by a District Council made up of area residents and community stakeholders whose primary purpose is to provide district staff and the agency with input, guidance, and advice as to the particular conditions, needs, requirements, and desires of the low-income populations in its respective community.

The District Service Centers also offer a variety of programs and services to people of all ages. Community workers provide outreach, recruitment, intake, assessment, service planning and assistance accessing needed resources. Direct services provided by the district centers include job readiness training, job placement, support services, housing referrals, individual tax preparation, utilities assistance and emergency food assistance. An emphasis is placed on employment, as the districts provide job readiness services, reduce barriers to employability and promote job retention and advancement among low-income individuals. District centers are encouraged also to develop and implement programs particular to their respective districts; for

example, the Leahi District Service Center, which has a large concentration of seniors, coordinates a Senior Libraries Program where it receives donations of used books, DVDs and videos, and sets up libraries at surrounding low-income senior housing complexes.

District service center staff members are expected to know, stay current, and whenever possible, partner with the various programs, services, and resources available to low-income individuals and families that are offered by other agencies and organizations, be they government, private, or fellow non-profit human services providers. The idea is that if a district service center is not able to meet a client's particular needs, it is able to provide information and make the appropriate referral to other agencies or organizations that can. Conversely, district service centers maintain relationships with these same agencies and organizations and are prepared to receive referrals for services or resources that HCAP is able to provide.

Each district service center is expected to develop and maintain a cadre of community volunteers, aside from District Council members, that can assist the agency in providing program services such as food distributions, tax preparation, and the new after-school programs. This volunteer base can also mobilize on behalf of the larger community and participate in projects such as refurbishing playgrounds or community centers, conducting homeless counts and outreach, and engaging in public advocacy. From HCAP's experience, many of the agency's community volunteers are drawn from its own client base.

Finally, HCAP's District Service Centers conduct annual holiday programs aimed at providing emergency relief and spreading holiday cheer to low-income families and children, in particular. In its Shoeboxes for the Homeless project, Central district staff partner with Chinen and Arinaga Financial Group, to coordinate the donation and pickup of shoeboxes filled with daily sundry materials from Mililani area schools. These shoeboxes are distributed to the homeless through partnerships including the Once-a-Month-Church. Through Toys for Tots, HCAP distributes toys to needy children, many from Head Start families. The agency also participates in the Shop with a Cop program, where children are treated to breakfast with Santa, shopping with a police officer, and gifts from partner, K-Mart.

Head Start

HCAP Head Start provides early childhood education to children 3 to 5 years old from very low-income families. The program also gives parents opportunities to develop their own skills through participation in the classrooms and the program's decision-making processes. HCAP runs the largest Head Start program in the state, serving over 1,659 children a year. The program offers wraparound preschool services with full-day/full-year, part-day/part-year, and home-based opportunities. Head Start's goal is to advocate for and empower families and children to reach their fullest potential. The program is designed to foster the development and well-being of the children by emphasizing cognitive and language development, social and emotional development, parent involvement, and good physical and mental growth.

In addition to quality pre-school education services, HCAP Head Start emphasizes to students and their families the importance of maintaining a healthful lifestyle. First, every child receives a hot lunch and either breakfast or snack to meet at least one-third of his/her daily nutritional needs. Second, health education is incorporated into classrooms and parent groups to promote healthful practices and behaviors. Third, all families are assisted with finding a medical

and dental home, and staff encourages regular check-ups for early identification of health issues.

Recognizing that parents are a child's first and most important teachers, HCAP Head Start encourages parents to get involved with their child's education. Through their participation, parents gain the skills necessary to make a lasting difference in their child's education and life. Parent participation options include: (1) Head Start Policy Council, in which elected parent representatives are directly involved in program planning; (2) Parent Committees, where parents collaborate with teachers to make decisions about their children's learning experiences; (3) Classroom volunteers; (4) Parent-Teacher Conferences; and (5) Community Events, including workshops, trainings, and family-centered events.

Finally, HCAP Head Start is strengthening its efforts and commitment to the national Family Engagement and School Readiness frameworks. As such, the program is increasing the number of Family Advocates who work directly with parents and families on not only enrollment, but on helping to provide or link Head Start families with an array of wraparound programs and support services, including those offered by HCAP's District Service Centers and other stand-alone programs. Also, starting in School Year 2012-2013, instructional time in approximately half of its Part-Day/Part Year classrooms will be increased from four (4) hours to six (6) hours, which, in addition to improving children's learning opportunities, also helps parents with work and/or school schedules.

For School Year 2012-2013, HCAP Head Start will operate 90 center-based classes at 86 different sites throughout Oahu. The majority of sites are Department of Education classrooms, Department of Human Services Pre-Plus sites (on DOE campuses), and City and County of Honolulu – Department of Parks and Recreation facilities. Of the 90 classes, 14 are Full-Day/Full Year classrooms, and 18 are innovative Inclusion classrooms that combine Head Start and DOE Special Education students in one class. HCAP Head Start is required to serve children with disabilities who must comprise 10% of total enrollment.

Hā Initiative: Creative STEM After-School Program

Please see Section F – *Innovative Community and Neighborhood Based Initiatives* below for a detailed program description.

Competency-Based High School Diploma Programs

HCAP's Youth Services C-Base program will continue to offer two classes at its Kakaako program site, meeting Monday thru Thursday in both morning and afternoon sessions. To accommodate students on the Leeward Coast of Oahu, Youth Services may also expand C-Base services to HCAP's new Leeward District Service Center in Waianae, space and funding permitting. Youth Services conducts outreach and recruitment for its C-Base program island, with established relationships with public high schools, the juvenile justice system, and other human services providers; however, actual formal referral and enrollment into the program is the responsibility of the City and County of Honolulu's Department of Community Services, the administrator of the Workforce Investment Act's Out-of-School Youth program on Oahu.

In the previous program year, Youth Services implemented an innovative partnership with the Honolulu Police Department whereby police officers work with the C-Base students directly on Leadership and Team Building. In addition to teaching valuable skills to the students,

the collaboration with HPD provides positive interaction between law enforcement and student participants, many of whom have had previous contact with the juvenile justice system.

The Youth Services C-Base program anticipates an increase in enrollment starting in early 2013 when the City and County of Honolulu's Department of Community Services operationalizes a recently awarded \$1.5 million Department of Labor grant to provide education, job training, and support services to youth and young adults exiting the juvenile justice system. HCAP Youth Services is a named partner in the grant which is expected to refer and support an additional 100 participants to the Youth Services C-Base program.

HCAP's Central District Service Center will also continue to offer a C-Base program, with a complement of four classes, each with a capacity of 15 students. Unlike the Youth Services C-Base program, Central's C-Base program is not limited to youth and young adults. With its C-Base program, Central is responsible for outreach, recruitment, enrollment, and case management of its C-Base participants. The Central C-Base program is a partnership with the Moanalua/Aiea Community School for Adults, which in August 2012 will be consolidated under the McKinley Community School for Adults.

Finally, starting in Fall 2012, the Kalihi-Palama District Service Center will also operate a C-Base program out of HCAP's after-school STEM classroom located at St. Elizabeth's Episcopal Church. This initiative is a partnership with Farrington Community School for Adults, which will consolidate and fall under McKinley Community School for Adults in August 2012. The Kalihi-Palama C-Base program will be modeled after Central's C-Base program, with the teacher and curriculum being provided by McKinley CSA, and outreach, recruitment, enrollment, and case management handled by Kalihi-Palama staff.

Senior Community Services Employment Program

The Senior Community Services Employment Program (SCSEP) provides training and part-time, subsidized employment to low-income seniors 55 years of age and over. Seniors are trained and placed as temporary hires at various non-profit or government agencies throughout Oahu for the primary purpose of work experience training in community service assignments. They perform a variety of job duties, related to each individual's personal and professional goals and interests. In addition to job placement and job maintenance support, the SCSEP program provides its participants with mandatory in-house employment readiness and financial literacy training. In the coming year, participants will also receive disaster and emergency preparedness training.

Through its wide network of partner training sites, HCAP will provide subsidized work experience training for approximately 95 participants with the intent of finding suitable and stable employment. Job development and preparation for unsubsidized "regular" employment is on-going, as HCAP's employment counselors work one-on-one with participants who are seeking longer-term employment. The benefits derived from employment for older individuals extend beyond the benefits of working and earning wages. Involvement in SCSEP promotes good physical and mental health and alleviates isolation through active community involvement at selected SCSEP training site assignments. Program participants have the opportunity to interact with others, thereby allowing them to contribute their talents, learn new skills, and gain confidence and self-respect. SCSEP participants also earn Social Security credit.

Kumuhonua Transitional Living Center

Kumuhonua Transitional Living Center (formerly, Kumuhonua Transitional Shelter) offers transitional housing to adults who are homeless or at-risk for homelessness. Residents can stay for up to two years as they stabilize their individual situations, improve their prospects for financial independence and increase self-sufficiency. Kumuhonua has 65 apartments, a computer lab, 2 community kitchens and 3 laundry rooms. Each apartment has its own bathroom, a small refrigerator, microwave, bed and dresser.

In addition to housing, Kumuhonua provides residents with intensive case management, with residents required to have a minimum of two (2) contacts with their case managers each month. A partnership with Hawaiian Community Assets provides one-on-one financial literacy training and credit repair and counseling services. Residents have even launched their own initiatives, including a gardening club, a Narcotics Anonymous chapter, Hawaiian language classes, and a Neighborhood Security Watch. In the coming year, Kumuhonua is seeking to provide in-house employment readiness training to residents, as well as partner with appropriate substance abuse treatment organizations to assist residents in recovery who may relapse during their stay at the facility.

HCAP's program model at Kumuhonua is based on encouraging residents to exit the program once they are financially stable and prepared to move into permanent housing. This model thus contemplates stays for residents shorter than the normal two years allowed in traditional transitional housing programs. Kumuhonua measures success not primarily by its long term occupancy rate, but by its ability to assist residents to stabilize their personal situations and move into permanent housing.

Weatherization Assistance Program (WAP)

HCAP's weatherization program will help income-eligible individuals and households, which are at or below 200% of Federal Poverty Guidelines for Hawaii (FPGH), manage their energy consumption and reduce their utility costs. Outreach for WAP will be conducted in collaboration with a broad network of community partners and through HCAP's five District Service Centers. Located in low-income communities, these centers will allow HCAP to offer convenient and accessible services to those most in need. Priority for weatherization services will be given to the elderly; persons with disabilities; families with young children; residential high energy users; and households with high energy burdens.

HCAP will provide eligible households with a home energy audit, energy conservation education, and installation of energy-saving devices. HCAP's home energy auditor will educate household members on energy conservation and prescribe easy-to-implement strategies to save energy and reduce costs. Additionally, the auditor will survey and audit the home to address energy consumption and will make "whole house weatherization" recommendations, based on the assessment and the federally-approved *Priority List for Single-Family Homes, Hawaii*. Installation of energy-savings measures may include low-flow showerheads (fixed position and handheld); low-flow faucet aerators; compact fluorescent light bulbs (CFLs); small room air conditioner replacements; solar water heaters; hybrid water heaters; and refrigerator replacements, in order of cost-effectiveness, as conditions dictate and funding allows.

HCAP has over 30 years of experience providing weatherization programs on Oahu and has identified the best technical resources, home energy audit tools, and quality assurance practices available to ensure quality service delivery of “whole-house weatherization.” Furthermore, the agency will provide qualified applicants with access to a broad range of social support services in line with the “weatherization plus” approach to service delivery. Following installation of appropriate energy-saving measures, households will be inspected and monitored to ensure the highest quality of workmanship and maximum possible savings. Together, these actions will provide low-income families with the necessary knowledge, support, and resources to reduce their energy costs and become more self-sufficient.

Food Assistance

HCAP will continue to distribute food on a regular basis to supplement the food supply of individuals and families in need. In partnership with the Hawaii Food Bank, HCAP will conduct Ohana Produce Food Distributions at least twice a month at three district service center sites, utilizing the centers’ respective community volunteer corps to set up, conduct, and break down the distributions of food items, including canned goods and fresh fruits and vegetables. Food distributions help to address the emergency food needs of Hawaii’s houseless and low-income residents, as well as serving as key outreach opportunities, as recipients have the opportunity to meet HCAP’s district center staff, familiarize themselves with the centers, and receive brochures and information about HCAP’s programs and services. HCAP also will invite partner agencies to conduct outreach at the distributions, thereby maximize client opportunities to learn about and avail themselves of resources and services from other agencies and organizations.

Low-Income Home Energy Assistance Program (LIHEAP)

HCAP assists eligible low-income Oahu residents with obtaining Energy Crisis Intervention and Energy Credit funds to offset their utility costs. Applications are processed once a year, during the month of June, and credits are usually received by the clients in November or December.

Through an Agreement with the State Department of Human Services, HCAP is able to hire approximately 18-20 temporary workers to assist applicants with a long, detailed, and complicated application procedure. LIHEAP applications are accepted every workday in June at the five District Service Centers. HCAP staff also schedules off-site application processing at public housing complexes and senior homes. In 2011, HCAP helped over 5700 individuals apply for LIHEAP assistance on Oahu.

Given the relatively large numbers of persons applying in person for LIHEAP assistance, LIHEAP presents another valuable opportunity for HCAP and partner agencies to provide outreach and recruitment for other services and programs. Moreover, HCAP will augment LIHEAP application assistance with energy efficiency and conservation education that it has accumulated, developed, and honed through its weatherization programming over the past three years.

Tax Assistance Program

HCAP will again offer free tax preparation services at its five district service centers and main office. Part of the statewide Family and Individual Self-Sufficiency Program coordinated by the Hawai'i Alliance for Community-Based Economic Development, the free tax assistance focuses on assisting low-income taxpayers file their returns and claim the Earned Income Tax Credit (EITC), a refundable tax credit for working individuals, as well as other federal tax credits such as the Child Tax Credit (CTC).

HCAP's Tax Assistance Program has grown significantly since 2009 when the agency assisted 12 individuals with their tax returns. In 2012, HCAP helped 492 families file their federal and state tax returns, claiming refunds totaling approximately \$938,000. Of the 492 federal tax filed, 245 (or 49.8%) claimed the EITC. This year's program added other asset building components such as incentives to purchase U.S. savings bonds and/or open a bank account. HCAP will seek to augment its own program by offering financial literacy education, either directly or through partners such as local banks or credit unions, or organizations with expertise in financial literacy.

HCAP's tax preparation clinics utilize HCAP staff and community volunteers, all of whom received IRS-sanctioned training and certification. In order to serve more clients in the future, HCAP intends to recruit more volunteer preparers from employee organizations, university service-learning programs, civic groups, and professional organizations.

D. LINKAGES THAT WILL BE MAINTAINED OR DEVELOPED TO FILL IDENTIFIED GAPS

1. Internal Linkages

HCAP will continue its efforts to provide clients with a comprehensive array of services and resources while at the same time maximizing the utilization of its internal programs and resources. In other words, HCAP will strengthen its linkages within the agency itself. HCAP will continue training district and program staffs on the services and eligibility requirements of all programs offered by the agency, and will encourage cross-selling of services and referral of clients. A particular opportunity in this area will involve increased coordination of wraparound services for the roughly 1800 HCAP Head Start families the agency serves each year, almost all of whose household incomes are at or below 100% of Federal Poverty Guidelines for Hawaii. Close collaboration between district staff and HCAP Head Start Family Advocates Plan in case managing Head Start families will be encouraged and fostered. With HCAP's new Leeward District Service Center in Waiānae and Ha Exploration Center at St. Elizabeth's Church in Kalihi, there is now greater opportunity for Community Services staff and Family Advocates to interact in the same space on behalf of Head Start families.

2. External Linkages

HCAP will also continue to develop partnerships and implement collaborative projects to mobilize or leverage additional resources to better serve low-income communities and fill gaps in service. Some of HCAP's key partnerships and linkages are as follows:

Oahu Worklinks – Employment Assistance

In the upcoming program year, HCAP has committed 100 staff hours to the Dillingham Boulevard location of Oahu WorkLinks as an original mandated partner of the Oahu One-Stop System Partnership. Through this collaboration, services are delivered by multiple partners through a seamless, integrated One-Stop System, in which partner agencies work cooperatively and coordinate resources to ensure effective and efficient delivery of workforce services. In the coming year, HCAP plans to become more active in cross-selling HCAP and Oahu WorkLinks services. Oahu WorkLinks has indicated that it may lose its Job Readiness Training classes and that it may seek to refer customers to HCAP for Job Readiness Training. HCAP clients, in turn, may also be enrolled with Oahu WorkLinks and have access to training resources, as well as Oahu WorkLinks' job bank database, which is one of the most extensive and up-to-date in the state.

Hawaii Foodbank – Food Assistance

HCAP will continue to coordinate Ohana Produce Food Distributions through a partnership with the Hawaii Foodbank. The Foodbank provides the food items, including fresh produce and canned and dry goods, and HCAP staff and volunteers distribute the items on a regular basis at its Leeward, Central and Windward district service centers. HCAP also plans to continue partnering with the Foodbank to help seniors purchase fresh and locally-grown fruits and vegetables through the Senior Farmers' Market Nutrition Program. Through this partnership, HCAP recruits and accepts applicants 60 and over who meet income eligibility requirements. The program provides seniors with \$50 voucher booklets that are redeemable at selected farmers' markets. The program also increases awareness of the nutritional value of fresh fruits, vegetables and herbs, and assists in developing new or expanding existing farmers markets.

Hawaiian Community Assets – Financial Literacy/Credit Counseling

Hawaiian Community Assets (HCA) is a 501(c)(3) non-profit organization that uses homeownership as a tool to build, strengthen, and sustain Hawaiian families and communities for future generations. HCA is a Community Development Financial Institution (CDFI) and Hawaii's only non-profit mortgage broker. Residents of HCAP's Kumuhonua Transitional Living Center receive one-on-one budgeting and credit counseling from HCA. This service is critical for the homeless population, who often arrive at Kumuhonua with high debt and minimal financial management skills. HCAP will explore avenues to maintain this partnership for Kumuhonua and perhaps expand to offer these services to HCAP clients and HCAP Head Start families at the new Leeward District Service Center.

Helping Hands Hawaii – Emergency Assistance

HCAP will continue to be a Helping Hands Hawaii (HHH) partner agency, which allows HCAP to offer HHH resources to HCAP clients. Through HHH, needy eligible families can receive rental and utility bill assistance through the Emergency Assistance Fund; school supplies through Ready to Learn School; clothing, personal hygiene items, furniture, and household supplies through the Community Clearinghouse; and holiday gifts through the Adopt a Family program. HCAP is a named HHH partner agency authorized to accept and process applications

for HHH assistance. HHH representatives also serve on each of HCAP's advisory District Councils.

Expanded Food and Nutrition Education Program/University of Hawaii – Nutrition Education

HCAP will continue its partnership with the University of Hawaii to provide the Expanded Food and Nutrition Education Program (EFNEP) at HCAP's District Service Centers and Head Start classrooms. Participants start with the 6-week Food and Money Basics, and then have the option to attend the next series of classes called Grow Your Own. Through the classes, participants learn easy, healthy recipes and instruction on how to budget their limited incomes when they shop for food. They also learn how to plant, grow and care for their own fresh fruits, vegetables and herbs at home, whether in the ground or in containers. For Head Start parents in particular, this series reinforces the healthy habits their children learn in the classroom and promotes wellness for the entire family.

Legal Aid Society of Hawaii/Volunteer Legal Assistance of Hawaii – Legal Assistance

HCAP has long-established working relationships with both LASH and VLSH, with both agencies conducting workshops and trainings at HCAP sites on various legal issues of interest to the agency's target populations, including Landlord-Tenant law, Employment law, Fair Housing, Family law, and Civil Rights. HCAP staff also participates in LASH's annual comprehensive training on general assistance programs. HCAP staff also refers clients to both agencies when confronted with civil legal issues that HCAP is not equipped, qualified, or permitted to handle. HCAP will seek to strengthen these relationships further and increase the number of LASH and VLSH workshops and trainings it can offer to HCAP clients and target populations. HCAP also has been approached to participate in the statewide Access to Justice initiative, in partnership with the state judiciary, the UH Law School, and LASH.

Kalihi Interagency Community – Youth Programming

Although the Ha Initiative: Creative STEM After-School Program for at-risk Kalihi area youth began operations in 2011, HCAP recognizes that its capacity is limited in relation to the overall need for youth programming in this area. As identified in HCAP's community needs assessment, this area is densely populated and has the highest number of public housing facilities in the state. Thus, staff from HCAP's District Service Centers, Youth Services, and Hā Initiative: Creative STEM After-School Program will continue to participate in the Kalihi Interagency Community group, which meets on a monthly basis during the school year. This youth-focused community group was started in 2011 and has a membership of close to 50 individuals from various agencies serving the Kalihi-Palama area. The group is committed to sharing resources, increasing opportunities for at-risk youth, and advocating for the needs of families in the Kalihi-Palama area. Through this group, HCAP is to publicize its own events and programs, receive information on other resources and events to share with clients, and seek collaboration opportunities to advocate for larger-scale changes and improvements for low-income youth and their families.

E. COORDINATION OF CSBG FUNDS WITH OTHER PUBLIC AND PRIVATE RESOURCES

CSBG funding comprises approximately seven percent (7%) of HCAP's total annual budget, meaning that 97% comes from other federal and non-federal grants, program income, in-kind contributions, and private donations.

CSBG funding will continue to assist HCAP in leveraging public and private resources by first providing a base of funding that allows the agency to provide other public and private programs with administrative, fiscal, human resources, planning, and technical support. Furthermore, CSBG-funded district staff provides outreach, recruitment, and support services to all non-CSBG programs, including Head Start, SCSEP, WAP, LIHEAP, Youth Services, and Kumuhonua, thereby adding value to and enhancing the quality and scope of these additional services. Other resources, such as food made available by Hawaii Food Bank, are possible because of the CSBG-funded staff and facilities that are able to conduct mass distributions. Additionally, because of its CSBG-funded activity, HCAP receives significant in-kind contributions from the State of Hawaii and the City and County of Honolulu in the form of facilities and property that house the agency's district service centers and many of the agency's classrooms.

The Ha Initiative is a prime example of CSBG dollars leveraging public and private resources. CSBG currently supports the operational expenses of the after-school program, including personnel costs. The program's equipment was supported by CSBG-ARRA funds, with the program sites being provided at no cost to the agency, in the case of the St. Elizabeth's Kalihi location, and through CDBG funding from the City and County of Honolulu and the Harry and Jeanette Weinberg Foundation, in the case of the soon-to-open Leeward program. With a base of support provided by CSBG, the agency is actively soliciting other funding sources, including private foundations. For example, in June 2012, the Friends of Hawaii Charities awarded HCAP a private grant to support the program's afterschool activities.

CSBG funding also played a role in the agency attracting public CDBG funds and private Weinberg Foundation funds to construct a new Leeward District Service Center. HCAP's application for both sources of funding was premised on future CSBG-funded staff and programming being available to operate at the site. HCAP anticipates that the new facility will attract additional programming and resources from funders desiring to serve the high need Leeward Coast areas.

F. INNOVATIVE COMMUNITY AND NEIGHBORHOOD-BASED INITIATIVES

HCAP will mobilize resources and collaborate with community members and organizations to develop or maintain the following innovative initiatives related to the purposes of the CSBG Act.

Hā Initiative: Creative STEM After-School Program

Recognizing that addressing the needs of at-risk youth is key to ending inter-generational poverty, HCAP created The Hā Initiative: Creative Science, Technology, Engineering, and Math (STEM) After-School Program. The program is offered free-of-charge every afternoon from 2:30 to 5:30 p.m. and is open to youth in Grades 2 to 8. The program mobilizes community members

as volunteers, mentors, parent participants, guest speakers and field trip chaperones. Adults, preferably from the communities where the sites are located, volunteer as Community Mentors. High school and college students with an interest in STEM volunteer as Junior Leaders.

The program incorporates homework tutoring, hands-on science lab activities, independent study and group projects. Each program site is located in a low-income neighborhood and staffed by a teacher and a team of community volunteers. Named for the hā, or “stem,” of the taro plant, the Hā Initiative helps young people establish a strong foundation in math and science for personal and academic success. In addition, the program seeks to increase family and community involvement, promote secondary education for low-income youth, and inspire participants to become the next generation of science and technology leaders.

Participation in the FIRST LEGO League and Junior FIRST LEGO League robotics challenges will also provide at-risk kids with the opportunity to develop problem-solving skills and work together as they research a community issue, create a presentation and design a robot to navigate missions. Robotics is an exciting and important part of STEM education, which is the core of the Hā Initiative’s mission. The study of robotics encourages participants to think critically about issues affecting their families and communities through group projects. It also introduces the youth to a variety of STEM topics that can support and enhance their school performance and increase the likelihood that they will graduate from high school and pursue secondary education.

LEAF Aina Corps Organic Farming Training

HCAP has partnered with Laulima Eco-Friendly Alliance of Farms Hawaii to launch the LEAF Aina Corps Organic Farming Training program for low-income Oahu residents on HCAP’s leased property in Waimanalo. LEAF Hawaii is a community-based ‘green’ nonprofit organization, which aims to create food systems that connect at-risk populations with affordable, nutritious food, and enable them to grow their own food wherever possible. LEAF will continue to offer its Aina Corps training program, free or at minimal cost, on the HCAP farm property. The program is geared toward unemployed adults, who receive hands-on training and certification as industry-recognized organic farmers, with the goal of becoming employed in the farming industry. In 2012, the first cohort of Aina Corps trainees were enrolled through the State Energy Sector Partnership and Job Training Program (“SESP”) and the Hawaii Green Jobs Initiative, offered through the State of Hawaii Department of Labor and Industrial Relations and the U.S. Department of Labor. Participants receive a Certificate of Completion in Organic Farming recognized by the Hawaii Organic Farmer's Association. By helping to address the shortage of locally-grown food and providing job-ready skills for unemployed and underemployed residents, the program supports HCAP’s larger mission of helping low-income people and communities achieve self-reliance.

Health and Nutrition Initiatives

HCAP is committed to promoting effective ways to bring the community together to reduce childhood obesity and increase health and self-sufficiency for Hawaii’s low-income families. As described in HCAP’s community needs assessment, children and families in poverty

are particularly vulnerable for a range of poor health outcomes, including obesity, diabetes, stroke and heart disease. HCAP plans to explore several community-based initiatives related health and wellness, with a focus on reducing childhood obesity. The new Leeward District Service Center building with its commercial kitchen will provide space for a range of classes, including a possible expansion of the University of Hawaii's Expanded Food and Nutrition Education Program that will focus on cooking skills for parents of Head Start children. HCAP Head Start also held its first program-wide Keiki Fun Run this past April, bringing together over 2,000 children, parents, teachers and community members to celebrate living healthy, active lives. In addition, the new Leeward facility also boasts two health screening rooms that may offer health-related partner organizations to offer limited services to area residents such as blood pressure and glucose screenings, vision and auditory testing, and/or immunizations.

Expanded Adult Education Offerings

With expanded facility space at the Leeward District Service Center and the Ha Exploration Center at St. Elizabeth's Episcopal Church in Kalihi, HCAP will explore expanding adult education offerings, including C-Base, English as a Second Language, GED, and naturalization/citizen preparation. Adult education is not a particularly new or innovative concept; however, HCAP's model offers added an added value to both the participant and the Community Schools for Adults that makes these courses available to the public. While the CSAs can offer the courses, they do not have the personnel or resources to provide wraparound case management services to participants. This type of individualized attention can often affects how well individuals perform in the classes, their ability to complete the programs, and their success afterwards. HCAP's model not only provides encouragement and follow up to students in their coursework, but also assistance with support services such as child care, housing assistance, and even food.

Low-Income Facility Libraries

HCAP's Leahi District Service Center, whose district includes a significant number of senior housing, has established a Low-Income Facilities Library program. The program links private senior living complexes, such as Arcadia Retirement Residence, with public, low-income senior housing. For example, Arcadia has donated a significant amount of books, DVDs, CDs, tapes, and puzzles to HCAP, who in turn, sets up mini-libraries at low-income senior homes, including Punchbowl Homes, Pumehana Homes and Wisteria Homes. The project has been limited to senior housing to date; however, given HCAP's relationships with public housing tenants associations, it can be expanded to include other public housing complexes as well, space permitting.

Volunteer Community Service Facilitation

Through its long history of work in the community, HCAP has received requests from the private sector, schools, and other organizations to facilitate volunteer community service projects for its employees or members, as a way for them to engage especially the low-income community. Examples include projects with Bank of Hawaii to repair and renovate the community hall at Mayor Wright Homes public housing; Kailua High School to clear land and plant on HCAP's organic farm for the LEAF Hawaii organic farm training program; PKF Pacific

Hawaii, a local accounting firm, to conduct a school supplies drive to benefit Head Start children transitioning from preschool to Kindergarten; and Chinen and Arinaga Financial Group to collect sundries and other personal items for HCAP's Shoeboxes for the Homeless program. HCAP is well placed within the community to leverage these types of partnerships for the benefit of the organizations and the low-income residents, and it will actively seek to facilitate more of these initiatives in the future.

G. PROJECTED OUTCOMES

GOAL 1: SELF-SUFFICIENCY
LOW-INCOME PEOPLE BECOME MORE SELF-SUFFICIENT

NPI Code: 1.1A

National Performance Indicator: Number of participants unemployed, who obtained a job

HCAP Outcome: Of all unemployed clients seeking employment, 200 will obtain a job

Goal: 200

NPI Code: 1.1E

National Performance Indicator: Number of seniors who were assisted with subsidized job placements

HCAP Outcome: 90 seniors will be placed in subsidized employment.

Goal: 90

NPI Code: 1.2A

National Performance Indicator: Number of participants who obtained skills/competencies required for employment

HCAP Outcome: 175 participants will obtain pre-employment skills/competencies required for employment and receive a training program certificate or diploma

Goal: 175

NPI Code:	1.2H
National Performance Indicator:	Number of participants who obtained and/or maintained safe and affordable housing
HCAP Outcome:	130 participants will have a safer and/or more affordable housing situation that improves their employment prospects
Goal:	130

NPI Code:	1.2M
National Performance Indicator:	Number of participants who obtained other services or material goods to reduce or eliminate barriers to employment
HCAP Outcome:	At least 250 participants are expected to receive at least one or more support services or material goods such as transportation, uniforms, tools, etc., which will help with employment acquisition and retention
Goal:	250

NPI Code:	1.2B
National Performance Indicator:	Number of participants who completed ABE/GED and received certificate or diploma
HCAP Outcome:	Of 175 participants enrolled in a GED program or Adult Basic Education (ABE) program, such as the Competency-Based High School Diploma (C-Base) program, 100 will receive their certificate or diploma
Goal:	100

NPI Code:	1.3A1
National Performance Indicator:	Number and percent of participants in tax preparation programs
HCAP Outcome:	400 low-income people will be assisted with free tax preparation services
Goal:	400

NPI Code: 1.3A2

National Performance Indicator: Number and percent of participants in tax preparation programs who qualified for any type of Federal or State tax credit

HCAP Outcome: Of all low-income people participating in tax preparation programs, 200 will qualify for at least one type of Federal or State tax credit

Goal: 200

NPI Code: 1.3B1

National Performance Indicator: Number of low income participants demonstrating ability to complete and maintain a budget for over 90 days

HCAP Outcome: Of participating low-income clients receiving individualized financial literacy services, 75 will demonstrate the ability to complete and maintain a budget for over 90 days

Goal: 75

NPI Code: 1.3B5

National Performance Indicator: Number of low income individuals completing financial literacy training

HCAP Outcome: Of participating low-income clients attending financial literacy or any related consumer economics training or education services, 300 will complete

Goal: 300

<p align="center">GOAL 2: COMMUNITY REVITALIZATION THE CONDITIONS IN WHICH LOW-INCOME PEOPLE LIVE ARE IMPROVED</p>

NPI Code: 2.1D

National Performance Indicator: Safe and affordable housing units in the community preserved or improved through construction, weatherization or rehabilitation achieved by Community Action activity or advocacy

HCAP Outcome: 10 housing units will be preserved or improved through weatherization services, including home energy audits, conservation education, and installation of energy-efficient devices

Goal: 10

NPI Code: 2.1G

National Performance Indicator: Accessible before-school and after-school program placement opportunities for low-income families created, or saved from reduction or elimination

HCAP Outcome: Three (3) after-school STEM programs will be offered, with a capacity to serve 75 elementary and middle-school students from low-income communities

Goal: 3

NPI Code: 2.1I

National Performance Indicator: Accessible or increased educational and training placement opportunities for low-income people that are available in the community, including vocational, literacy, and life skills training, ABE/GED, and post-secondary education

HCAP Outcome: Four (4) projects/initiatives will be implemented to maintain or increase educational or training placement opportunities for low-income people in the community.

Goal: 4

NPI Code: 2.3A

National Performance Indicator: Number of community members mobilized by Community Action that participate in community revitalization and anti-poverty initiatives

HCAP Outcome: 2,300 community members will serve as volunteers for HCAP's programs

Goal: 2,300

NPI Code:	2.3B
National Performance Indicator:	Number of volunteer hours donated to agency
HCAP Outcome:	100,000 volunteer hours will be donated to Community Action efforts through HCAP's programs and community activities
Goal:	100,000

<p align="center">GOAL 3: COMMUNITY ENGAGEMENT LOW-INCOME PEOPLE OWN A STAKE IN THEIR COMMUNITY</p>
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NPI Code:	3.2A
National Performance Indicator:	Number of low-income people participating in formal community organizations, government, boards or councils that provide input to decision-making and policy-setting through community action efforts
HCAP Outcome:	120 low-income people will participate in formal community organizations, government, boards or councils that provide input to decision-making and policy-setting through community action efforts
Goal:	120

<p align="center">GOAL 4: AGENCY PARTNERSHIPS PARTNERSHIPS AMONG SUPPORTERS AND PROVIDERS OF SERVICES TO LOW-INCOME PEOPLE ARE ACHIEVED</p>
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NPI Code:	4.1
National Performance Indicator:	Number of unduplicated organizations, both public and private, that community action actively works with to expand resources and opportunities in order to achieve family and community outcomes
HCAP Outcome:	HCAP will have active partnerships and linkages with 175 other organizations (public and private) in order to achieve family and community outcomes
Goal:	175

<p style="text-align: center;">GOAL 5: AGENCY CAPACITY AGENCIES INCREASE THEIR CAPACITY TO ACHIEVE RESULTS</p>

NPI Code: 5.1B1

National Performance Indicator: Number of human capital resources available to Community Action that increase agency capacity to achieve family and community outcomes

HCAP Outcome: 400 HCAP staff will attend trainings in order to increase agency capacity to achieve family and community outcomes

Goal: 400

NPI Code: 5.1B2

National Performance Indicator: Number of human capital resources available to Community Action that increase agency capacity to achieve family and community outcomes

HCAP Outcome: 21 HCAP Board Members will attend trainings in order to increase agency capacity to achieve family and community outcomes

Goal: 21

NPI Code: 5.1C1

National Performance Indicator: Number of human capital resources available to Community Action that increase agency capacity to achieve family and community outcomes

HCAP Outcome: HCAP staff will attend 15,000 hours of trainings in order to increase agency capacity to achieve family and community outcomes

Goal: 15,000

NPI Code: 5.1C2

National Performance Indicator:	Number of human capital resources available to Community Action that increase agency capacity to achieve family and community outcomes
HCAP Outcome:	HCAP Board Members will attend 60 hours of trainings in order to increase agency capacity to achieve family and community outcomes
Goal:	60

GOAL 6: FAMILY STABILITY

LOW-INCOME PEOPLE, ESPECIALLY VULNERABLE POPULATIONS, ACHIEVE THEIR POTENTIAL BY STRENGTHENING FAMILY AND OTHER SUPPORTIVE SYSTEMS

NPI Code:	6.1C
National Performance Indicator:	Number of vulnerable individuals in transitional housing
HCAP Outcome:	150 homeless individuals and individuals at-risk for homelessness will receive safe, affordable, transitional housing and support services
Goal:	150

NPI Code:	6.1D
National Performance Indicator:	Number of vulnerable individuals who transition to permanent housing
HCAP Outcome:	50 homeless individuals and individuals at-risk for homelessness will transition to a permanent housing situation as a result of community action
Goal:	50

NPI Code:	6.2A
National Performance Indicator:	Number of low-income individuals who received assistance for food

HCAP Outcome: 3000 individuals will be provided assistance with food
Goal: 3000

NPI Code: 6.2B

National Performance Indicator: Number of low-income households which received assistance for emergency fuel or utility payments funded by LIHEAP or other public and private funding sources

HCAP Outcome: Of 5,000 low-income households seeking assistance, 4,600 households will be provided assistance for payments to vendors, including fuel and energy bills

Goal: 4,600

NPI Code: 6.3A3

National Performance Indicator: Number of children who participated in pre-school activities to develop school readiness skills

HCAP Outcome: 1,659 children ages 3 to 5 will participate in Head Start pre-school activities to develop school readiness skills

Goal: 1,659

NPI Code: 6.3A4

National Performance Indicator: Number of children participating in pre-school activities who are developmentally ready to enter Kindergarten or 1st Grade

HCAP Outcome: 900 children will be developmentally ready to enter Kindergarten at the end of the Head Start enrollment year

Goal: 900

NPI Code: 6.3A5

National Performance Indicator: Number of children who participated in pre-school activities to develop school readiness skills

HCAP Outcome: 225 pre-school aged children will be provided with wraparound day care through the Full Day/Full Year

	component of the Head Start program to develop school readiness skills
Goal:	225
NPI Code:	6.3A6
National Performance Indicator:	Number of children provided with special education and related services
HCAP Outcome:	166 preschool-age children will have an Individualized Education Program (IEP) and receive special education and related services
Goal:	166
NPI Code:	6.3B5
National Performance Indicator:	Number of youth participating in developmental or enrichment programs who increase their academic, athletic, or social skills for school success
HCAP Outcome:	Of 50 youth enrolled in the Hā Initiative: After-School Creative STEM (Science, Technology, Engineering and Math) Program, 30 youth (60%) will increase their academic and/or social skills
Goal:	30
NPI Code:	6.3C1
National Performance Indicator:	Number of parents and other adults who learned and exhibited improved parenting skills
HCAP Outcome:	1,659 parents and family members of Head Start preschool children will learn and exhibit improved parenting skills by participating in developmentally appropriate practices in the classroom
Goal:	1,659

Poverty Rate

Hawaii State	9.6%
Hawaii County	14.4%
Maui County	8.9%
Honolulu County	8.8%
Kauai County	8.8%

[Source: 2012 U.S. Department of Commerce, U.S. Census 2010]

3. **High Utilities**

Hawaii County residents pays the second highest kilowatt rate in the state:

Kauai County	44.27 cents per kilowatt hour
Hawaii County (HELCO)	41.20 cents per kilowatt hour
Honolulu County (HECO)	32.04 cents per kilowatt hour
Maui County (MECO)	25.77 cents per kilowatt hour

Source: Hawaii Electric Company

4. **Unemployment**

Hawaii County had the highest unemployment rate in 2011:

County	Unemployment Rate
Hawaii	9.5%
Kauai	8.5%
Maui	7.8%
Honolulu	5.1%

Source: State of Hawaii Department of Business, Economic Development and Tourism

B. Ten (10) Community Focus Groups in 2011 and 2012

1. HCEOC Focus Groups 2011

In the spring of 2011, HCEOC conducted seven (7) community focus groups around the island. The following is a summary of the priorities identified:

Community Needs Assessment

Identified Need/	Attendance					
HCEOC Programs		Priority #1	Priority #2	Priority #3	Priority #4	Priority #5
Hamakua	6	1	2	3	4	5
HCEOC Program		*		*	9	1
Hilo	21	5	8b	9	8c	
HCEOC Program		1		6		
Keaau	10	6	8d	5	1a	1
HCEOC Program		2 a, b, c		1		2a,b
Kohala	16	14	15	9a and 5	6	8e
HCEOC Programs			*		*	
Kona	14	11a	17	19	18	16
HCEOC Programs			3b			
Naalehu	38	8	18	11a	11b	6
HCEOC Programs						2a,b
Waimea	10	1a	16	8/11a	2 and 12	7 and 10
HCEOC Programs						1

* Program exists but need to be expanded into these areas

IDENTIFIED NEEDS IN THE COMMUNITY

1. Education
 - a. Pre-school/childcare
 - b. Elementary thru High School
 - c. Adult
2. Employment/Job Training
3. Drug/alcohol Prevention Programs for Children
4. Self-Sufficiency/Co-ops (LIHEAP)
5. Transportation
6. Youth Activities/Programs
 - a. Afterschool
 - b. Extra-curricular
7. Transportation
 - a. Elderly and Disabled (TEFAP)
 - b. Afterschool
8. Health and health care
 - a. Affordable
 - b. Mental Health
 - c. Health education
 - d. Sex education
 - e. Mobile Medical and Dental.
9. Supplemental Food Program
 - a. Food for Seniors
10. Basic Computer Skills Training
11. Housing
 - a. Affordable
 - b. Transitional/Shelters
12. Community Gardens
13. Satellite Offices in every Community
14. Ocean and Mountain Access
15. Access to a Community Kitchen
16. Information Services (One Stop)
17. Alternative Energy
18. Employment/Green Jobs

HCEOC PROGRAMS

1. Transportation
2. Youth Services/Mentoring/Intervention and Prevention
 - a. Language Arts Multicultural Program (LAMP)
 - b. Drop-out Prevention Program (DOPP)
 - c. Underage Drinking Prevention Program (UDPP)
3. Energy
 - a. Low Income Home Energy Assistance Program
- b. Weatherization Assistance Program (WAP)-alternative
4. Housing Preservation (HSP)
5. Food Service
 - a. Meals on Wheels (MOW)
- b. School
 6. Temporary Emergency Food Assistance Program
7. Financial Literacy
8. Farm
9. Incubator/Community Kitchens

19. Intervention Programs for Children and Youth

2. HCEOC Community Focus Groups 2012

In the spring of 2012, three (3) community focus groups were held. These were the results:

HCEOC Focus Groups Community Needs Assessment

Identified Need/	Attendance					
HCEOC Programs		Priority #1	Priority #2	Priority #3	Priority #4	Priority #5
Keaau	15	#9 - 9	# 5--5	7-1		
HCEOC Program		3b, c, a	1	4,		
Pahoa	28	# 9 - 14	#3 - 10	#5 -4		
HCEOC Programs		3a,b,c	2a,b,c	1		
Naalehu *	53	#9 -47	#5- 28	#2 -23		
HCEOC Programs		3c,b,a	1			2a,b

IDENTIFIED NEEDS IN THE COMMUNITY

1. Education
 - a. Pre-school/childcare
 - b. Elementary thru High School
 - c. Adult
2. Employment/Job Training
3. Youth Activities Programs
 - a. After school
 - b. Extracurricula
4. Housing Preservation (HSP)
5. Transportation
 - a. Elderly and Disabled
6. Health and health care
 - a. Affordable
 - b. Mental Health
 - c. Health Education
 - e. Mobile Medical and Dental.
7. Housing
 - a. Affordable
 - b. Transitional/Shelters
8. Community Gardens
9. Alternative Energy

HCEOC PROGRAMS

1. Transportation
2. Youth Services/Mentoring/Intervention and Prevention
 - a. Language Arts Multicultural Program (LAMP)
 - b. Drop-out Prevention Program (DOPP)
 - c. Underage Drinking Prevention Program.
 - d. Healthy Eating Active living (HEAL)
3. Energy
 - a. Low Income Home Energy Assistance Program
 - b. Weatherization Assistance Program (WAP)
 - c. Rural Utilities High Energy Cost Assistance
4. Nutrition
 - a. Meals on Wheels (MOW)
- b. School
 5. Farm
6. Incubator/Community Kitchens

* Naalehu – Because there were so many votes, the number selecting was based on the total number of votes listed regardless if it was number 1, 2 or 3. Energy received the largest number of votes. this might have been due to the fact that the reason most people came was to learn about the requirements of the Rural Utilities High Energy Cost assistance Program.

3. Most Current HCEOC Strategic Plan

After the 2011 focus groups were held, HCEOC wrote an agency strategic plan. After the 2012 focus group session were completed HCEOC revised its agency strategic plan. These were the five greatest needs which the strategic plan addresses

1. High Utility Bills

. . . and, therefore, the need for energy saving education, energy saving appliances, and financial assistance with utility bills

2. High Isolation of Many Big Island Low Income Residents

. . . and, therefore, the need for transportation for low income residents to get to medical, health, food, government and social resources

3. High Numbers of Drop Outs and of Underachieving Students

. . . and, therefore, the need for mentoring at risk students and providing them with youth activities to prevent them from dropping out

4. High Cost of Nutritious and Fresh Food

. . . and, therefore, the need for affordable fresh and nutritious food especially for the elderly, the disabled and the low income

5. High Cost of Housing

. . . including the need to help low income persons keep, maintain and repair a home

SECTION II

STRATEGIC ACTION PLAN

(ROMA Logic Model Format)

NEED # 1 (derived from Needs Assessment described earlier)

High Utility Bills . . .

result in the need for especially low income persons to receive energy conservation education, energy saving appliances and financial assistance with utility bills.

OUTCOME TO ADDRESS NEED

When low income residents receive energy conservation education, energy saving appliances and financial assistance with utility bills, they will become more self sufficient.

OUTCOME / INDICATOR

- 300 low income households will receive \$200 to be credited to their utility bill in order to prevent disconnection.
- 2,500 low income households will receive \$300 to \$500 to be credited to their utility bill.

- 200 low income households will reduce energy costs as a result of installed energy saving devices such as photo voltaic systems and solar water heaters

STRATEGIES TO BE IMPLEMENTED

October 1, 2012 to September 30, 2014, HCEOC will implement activities approved by funding sources for these grants which will provide financial assistance, low energy usage appliances, or energy usage education to low income residents:

- Low Income Household Energy Assistance Program (LIHEAP)
- USDA Rural Development High Utilities Assistance Program

On the 2nd Mondays of each month, the HCEOC Bd. Executive Committee will monitor the progress of each program above and report to the Board of Directors at its mtg. on the 4th Monday of every month.

By December 31, 2012; March 30, June 30 and September 30, 2013, the Executive Director will ensure that staff monthly and quarterly monitoring has taken place.

RESOURCES AVAILABLE

- HELCO
- Hawaii Energy
- PUC
- USDA Rural Development High Utilities Assistance Program
- Dept. of Human Services Low Income Energy Assistance Program (LIHEAP)

RESOURCES NEEDED

Free or shared costs programs for photovoltaic systems and solar water heaters in urban areas

MEASUREMENT

LIHEAP applications will be proof if 200 low income residents received emergency financial help and 2,500 low income residents received a \$300 to \$500 credit on their energy bill.

Random energy audits will be done on 26 of the 200 homes owned by low income persons. Success will be measured if a 30% decrease for photovoltaic and solar water heaters is experienced in the utility costs of residents who received respective lower energy measures and devices.

NEED # 2 (derived from Needs Assessment described earlier)

The High isolation of Many Low Income Residents . . .

due to the vast geography of the Big Island results in the need for elderly, disabled or low income residents to have transportation to food, health, medical, employment, educational, social and other basic human resources.

OUTCOME TO ADDRESS NEED

Low income residents will become more self sufficient when they have transportation to food, medical, health, employment, educational, and social resources.

OUTCOME / INDICATOR

2,000 elderly, adults 18 to 64, youth and children who do not have access to transportation, many of whom are low income and disabled, will be given rides to/from food, medical, health, employment, educational and social resources.

STRATEGIES TO BE IMPLEMENTED

October 1, 2012 to September 30, 2014, HCEOC will implement activities approved by funding sources for these grants which will provide transportation to those who have no transportation to food, medical, health, educational and social resources:

- Hawaii County Nutrition Program
- Hawaii County Mass Transit Program
- State of Hawaii Dept. of Transportation Job Access and Reverse Commute (JARC) and New Freedom Programs

On the 2nd Mondays of each month, the HCEOC Bd. Executive Committee will monitor the progress of each program above and report to the Board of Directors at its mtg. on the 4th Monday of every month.

By December 31, 2012; March 30, June 30 and September 30, 2013, the Executive Director will ensure that staff monthly and quarterly monitoring has taken place.

RESOURCES AVAILABLE

- Hawaii County Office of Aging
- Hawaii County Mass Transit Program
- State of Hawaii Dept. of Transportation Job Access and Reverse Commute (JARC) and New Freedom Programs
- Hawaii County Nutrition Program

RESOURCES NEEDED

- Skilled Vehicle Mechanic Volunteers who can do simple maintenance on HCEOC vehicles
- Funds to replace aging vehicles

MEASUREMENT

- Monthly Board Minutes will reflect that Bd. and staff monitoring specified in the grant proposal applications are followed.
- By Sept. 30, 2013 and 2014, the Bd. of Directors will have sufficient evidence to validate that 2,425 persons without transportation were given rides over the course of the year to food, medical, health, educational and social resources.

NEED # 3 (derived from Needs Assessment described earlier)

The High Number of Drop Outs . . .

. . . on the Big Island with high risk of becoming dependent upon government assistance or society has resulted in the following:

- the need for an intervention program for high/middle school students to prevent them from dropping out and the need for an after school socialization and remedial education program for students in elementary school for students whom D.O.E. educators identify as at risk, and the need for an after school socialization and homework club Safe Haven program for elementary school students in the high crime area of Puna.

OUTCOME TO ADDRESS NEED

At risk students who receive intervention in elementary, middle and high school will be less prone to drop out of high school and become dependant upon government and society. With intervention they shall graduate from high school and live self sufficient lives.

OUTCOME / INDICATOR

1) 90% of the 40 high/middle school clients in the Drop Out Prevention Program will either graduate from high school or, for 6th -11th graders, be promoted to the next grade.

2) 35 out of 40 elementary students in the Language Arts Multi Cultural/STEM Program (LAMP/STEM) will show an improvement through pre/post tests in reading comprehension, writing, and appreciation of the many diverse cultures in Big Island schools.

STRATEGIES TO BE IMPLEMENTED

October 1, 2012 to September 30, 2013 , HCEOC will implement activities approved by funding sources for these grants which will work with at risk children and youth in elementary, middle and high schools in the following:

- a) Hawaii County Council Non Profit Drop Out Prevention Program

b) Hawaii County Council Non Profit Language Arts Multi Cultural/STEM Program

On the 2nd Mondays of each month, the HCEOC Bd. Executive Committee will monitor the progress of each program above and report to the Board of Directors at its mtg. on the 4th Monday of every month.

By December 31, 2012; March 30, June 30 and September 30, 2013, the Executive Director will ensure that staff monthly and quarterly monitoring has taken place.

RESOURCES AVAILABLE:

- Parent and Community Volunteers
- Hawaii State Department of Education
- Alu Like
- Queen Liliuokalani Trust
- Office of Hawaiian Affairs
- YWCA
- YMCA
- County of Hawaii Prosecutor's Office
- County of Hawaii Youth Summit
- Hawaii State Circuit Court staff
- Hawaii County Police Department
- Interagency Family Violence Prevention Committee
- Hawaii State Department of Human Services
- Neighborhood Safe Havens

RESOURCES NEEDED

- More after school educational and recreational supplies
- Availability of additional vans to go on field trips

MEASUREMENT

- Pre and Post Tests for reading, writing, appreciation of diverse cultures for LAMP/STEM students
- DOE graduation and grade promotion records for DOPP students

NEED # 4 (derived from Needs Assessment described earlier)

The High Cost of Food . . .

. . . on Hawaii Island results in the need for people in vulnerable circumstances to receive food at no or affordable cost through Meals on Wheels and meals for children paid partially through the USDA Child Nutrition Programs.

OUTCOME TO ADDRESS NEED

People in vulnerable circumstances will have access to nutritious food so that they will remain or become healthy and will not be dependent upon the government to subsidize their health care for serious illnesses.

OUTCOME / INDICATOR

800 children and elderly will receive a nutritious meal 5 days a week through HCEOC two Food Services Kitchens

HCEOC Hilo Sunrise Ridge Farm and Pepeekeo Farm will produce fresh and nutritious food which can be sold to the elderly and low income for an affordable price

STRATEGIES TO BE IMPLEMENTED

October 1, 2012 to September 30, 2014, HCEOC will implement activities approved and required by funding sources for these grants which will provide food to needy persons.

- HCEOC Food Service Kitchen
- County of Hawaii Nutrition/Meals on Wheels Program
- USDA Children's Meal subsidy

October 1, 2012 to September 30, 2014, HCEOC's Hilo Sunrise Ridge Farm and Pepeekeo Farm will produce 200 pounds of vegetables or fruit to be sold at affordable prices to elderly or low income persons.

On the 2nd Mondays of each month, the HCEOC Bd. Executive Committee will monitor the progress of each program above and report to the Board of Directors at its meeting on the 4th Monday of every month.

By December 31, 2012; March 30, June 30 and September 30, 2013, the Executive Director will ensure that staff monthly and quarterly monitoring has taken place.

RESOURCES AVAILABLE

- Volunteers to help with food distribution
- Hawaii County Nutrition Program
- Hawaii County Office of Aging
- USDA
- Hawaii State Child Nutrition Program
- Local Farmers
- Wholesale Food Suppliers
- Hawaii State Department of Health
- University of Hawaii School of Tropical Agriculture
- U.S. Department of Agriculture

RESOURCES NEEDED

Funds to replace worn out kitchen equipment
More tools for HCEOC's farms

MEASUREMENT

Satisfaction surveys will be filled in September 2010 by schools and clients who receive or eat the food prepared by HCEOC

Weight of vegetables and fruit produced monthly (goal 200 pounds by Dec. 31, 2013 and a 100 pounds monthly average increase for each following year)

NEED # 5 (derived from Needs Assessment described earlier)

The High Cost of Housing and of Maintaining and Repairing a Home

. . . causes less self sufficiency because of big amounts of money taken away from other necessities such as food, medication, or transportation. Therefore, the need arises for assistance to help low income households make necessary repairs on their homes so that residents may become or remain self sufficient.

OUTCOME TO ADDRESS NEED

When low interest loan assistance is given for expensive home repairs, low income home owners will become more self-sufficient because more money will become available for food, medication and other essentials.

OUTCOME / INDICATOR

By September 30, 2012, four (4) families will live in safe homes and will become more self sufficient because of low interest loan assistance provided by the Housing Preservation Loan Program.

STRATEGIES TO BE IMPLEMENTED

October 1, 2012 to September 30, 2014, HCEOC will implement activities approved and required by funding sources for the Housing Preservation Loan Program.

On the 2nd Mondays of each month, the HCEOC Board Executive Committee will monitor the progress of each program above and report to the Board of Directors at its meeting on the 4th Monday of every month.

By December 31, 2012; March 30, June 30 and September 30, 2013, the Executive Director will ensure that staff monthly and quarterly monitoring has taken place.

RESOURCES AVAILABLE

- HUD
- Hawaiian Homes Land Commission
- County Housing Authority
- County Planning Department
- County Research and Development]
- Habitat for Humanity
- Local Banks

- Alu Like
- Office of Hawaiian Affairs

RESOURCES NEEDED

Skilled staff to assist in grants writing.

MEASUREMENT

Building inspectors will sign off when home repairs are satisfactorily completed.

SECTION III

DESCRIPTION OF THE SERVICE DELIVERY SYSTEM

As part of its mandate as a community action agency, HCEOC encourages the involvement of people from the community at the grass roots level, in the operation and decision making process. The philosophy behind this involvement is that it is the people in the communities who know what the needs are, and what services and activities will benefit them.

HCEOC administers programs to meet the needs identified by communities. The agency operates five (4) offices within the districts of Kau, Kona, Hilo and Honokaa. Each district site assists in the decentralization of operations and creates responsive and accessible services for those in need. A District Council Board, made up of members representing the community, advises on programs in the district and represents the district on the HCEOC Board of Directors. The eighteen (18) member Board of Directors are equally divided into six (6) representatives from the public, the low-income and private sectors of the community.

Programs operated by the agency include: County Nutrition Transportation Program, State Department of Transportation Job Access Reverse Commute (JARC) and New Freedom Programs, County Mass Transportation for the Elderly, Disabled and Low Income Persons; County Council Non Profit Drop-Out Prevention Program; County Council Non Profit Elementary School Language Arts Multicultural Program/STEM Program, Federal and County Housing Preservation Program; USDA Rural Development High Utilities Assistance Program; Low-Income Home Energy Assistance Program, Economic Development Programs including the Food Service Program, Medicaid Logisticare Transportation Program and Farm Program. The service delivery system for these programs consists of the following:

1. Outreach
2. Application for service
3. Face to face interview
4. Referral
5. Monthly, Quarterly and Yearly reports
6. Evaluation

It is our goal to deliver appropriate and effective services to the target population.

1. **Outreach**

Outreach describes the activities staff performs to provide services, inform and increase awareness within the community regarding services and availability of programs. HCEOC utilizes a variety of methods in its outreach efforts.

Newspaper: Public service announcements indicate program availability, benefits, eligibility criteria and application process. Newspapers are also used to place ads to recruit applicants for specific programs or explain new and existing programs.

Radio: Public service announcements on various local radio programs are used to inform the public on program availability, benefits, eligibility criteria and application process. Ads may also be placed to recruit applicants for specific programs.

Flyers: Program staff prints flyers that outline specific programs and their benefits, which are posted in areas within the community such as community bulletin boards, grocery stores, markets, housing projects, doctor offices, schools and other places where the target population is likely to see them. Flyers are also faxed to private and public agencies that serve similar populations.

Community Meetings: Staff attends community meetings to explain agency programs and eligibility criteria.

Door-to-door Canvassing: Staff periodically goes into low-income neighborhoods to distribute informational handouts and related information on a door-to-door basis.

Networks and Partners: Staff updates partners and networks on HCEOC programs for up to date information and to facilitate referrals.

Intra-agency Programs: Program staff is aware of agency (in-house) programs that will benefit their participants. Referrals made to the appropriate program via an inter-agency referral process.

Intake Services: Staff describes available programs that may benefit and be appropriate for the applicant during the intake interview. Each staff member is trained on the eligibility and process of each program so that they may provide a “full-service” intake process at time of application.

Home Visits: Staff provides service in participants’ home on an as needed basis. For example, staff will conduct outreach to homes of seniors or disabled person to intake applications if they are unable to come to an HCEOC office.

2. **Application**

The agency utilizes a Client Registration form, completed by the applicant, to determine eligibility for programs. The form is designed to capture the demographic information needed to make a determination of appropriateness for the applicant to receive services. Based on the information presented, and the program’s criteria, the applicant is approved for services, denied service, or placed on a waiting list. The agency also uses a program specific application if such an application is required by the program’s funding source.

3. **Interview**

Agency staff conducts interviews with all applicants. The purpose of the interview is two-fold. The first is to improve the staff's understanding of the applicant's challenges. An assessment is conducted to identify the applicant's (and household) needs to determine appropriate services. This holistic approach in providing services helps the household work toward self-sufficiency. Since qualifications are similar, applicants are immediately given an opportunity to apply for other programs or services. The second purpose of the interview is to explain the service benefits, responsibilities of the applicant, and responsibilities of the agency in providing the service.

4. **Referral**

At the conclusion of the interview, staff will make referrals to programs within and outside the agency. This can be done formally or informally depending upon the referral being made.

5. **Monthly Reports**

Program Staff record service activities provided during the month and the results achieved for each participant. These reports are submitted to the program administrator for evaluation.

6. **Evaluation**

The information from monthly and quarterly reports is used to determine the actual program compliance in meeting the goals and objectives of the service and in meeting the needs of the target population. Modifications are made when the data indicates a problem area.

All of the services provided address the needs of the disadvantaged population and attempt to stabilize, educate, and strengthen families and individuals. Program outcomes are determined by records of the number, type and purpose of contacts, number of clients served, number of services provided, and problems solved. The measurement of success for each program is unique to the program and reflects changes made by the individual and within the family unit.

The following is a brief description of agency services:

Transportation: Promotes an independent, healthy, enriched lifestyle for the low-income elderly, disabled, and pre-school children. The daily bus schedule provides point-to-point service from off highway communities to shopping areas, banks, post offices, medical facilities, nutrition sites, Head Start Centers and rehabilitation facilities.

Drop-Out Prevention Program – Reduces the risk of high school students, with chronic unexcused absenteeism and dropping out of school before graduating. Program Facilitators work with school-referred students, parents, school counselors, teachers and administration, as well as, family court and other public agencies, to establish rapport and open channels of communication between all involved parties. Activities are conducted to help students develop positive attitudes toward school, increase self-esteem and explore career options. As a result of this focused, caring environment, students' attitudes about school changes. Students show improvement socially and academically and remain in school to graduate.

Language Arts Multicultural/STEM Program for Elementary Students – Assists underachieving third and fourth grade students in selected schools to improve their language arts skills, social skills and develop positive attitudes toward themselves and learning. Parents are also involved in the teaching and learning process. Each LAMP center is staffed by a teacher and an aide. In the morning, they work in the regular DOE classroom under the direction of the classroom teacher. For

schools which do not have an extended day schedule, LAMP/STEM staff help students complete homework or participate in activities at the LAMP/STEM Center.

Housing Preservation Loan Program – Provide low-income homeowners with deferred, no interest loans, ranging from \$5,000 to \$25,000 for purposes of maintaining, preserving and correcting home deficiencies that are a threat to health and safety. Repayment is due when the ownership title changes or the applicant no longer occupies the building.

Homeowner Education – Provides education and information for potential new home buyers. The population to be served includes all low-income individuals.

USDA Rural Development High Utilities Assistance Program – Assists residents living in extremely rural areas to conserve energy and lower utility bills by providing free or cost share PV systems or solar water heating systems. Outside contractors are utilized for installation or delivery of energy saving devices.

Low-Income Home Energy Assistance Program (LIHEAP) – Assists low-income households with their utility costs. The two-part program helps to restore or prevent termination of utility service or offsets the cost of electricity or gas by crediting accounts at the utility company. Applications are taken at the district offices and the amount of the credit is determined by a point system based upon income level, household size and region where the applicant resides.

Economic Development Program (Farm Program) – HCEOC has free leased property in the Hilo Sunrise Ridge area and in Pepekeo for farming. The goal is to produce affordable vegetables and fruit to be sold to elderly or low income persons. All income goes back to the farm and to support HCEOC operations.

Incubator Kitchen Program – Provides the use of established certified kitchens in Honokaa and Paauilo to assist low-income participants in producing their own food products.

Food Service – The Food Service Program is a self-sufficient income producing program. The program provides meals in Kona and Hilo that meet the daily USDA requirements. In Kona, the meals are prepared in a certified kitchen located at First Bible Church and delivered to preschools and the Meals on Wheels Program. In Hilo, breakfast, mid-morning snacks, lunch and after school snacks are prepared for students at the St. Joseph School cafeteria. The Hilo Kitchen also prepares lunches for other preschools and the Meal on Wheels program.

C. HOW LINKAGES WILL BE MAINTAINED TO FILL IDENTIFIED GAPS

As part of the application process, each applicant is screened to determine his/her individual and family needs. Resources needed to meet those needs are identified. If the service is available in-house, staff will explain other programs offered and assist in scheduling an appointment with the proper program staff. Internal referral forms are used in instances where appointments are not made immediately. In-house referrals receive priority for program services. If no in-house program meets the service need, the applicant is referred to the appropriate agency in the community that can meet the identified need. This is done via a phone call.

Throughout the years, HCEOC has developed working relationships, contacts and rapport with other agencies in the community that provide services to the same population. In some cases, we have

memorandum of agreements (MOA) with other agencies. However, most relationships remain informal.

Throughout the year, staff members document the needs, requests and challenges of our clients. Transportation continues to be identified as the biggest barrier for clients. Hawaii County's public transit has been unable to design routes that are meeting the needs of various communities in distant rural areas. The increase in energy costs and fuel have also increased the inquiries for transportation services and energy assistance.

D. DESCRIPTION OF HOW CSBG FUNDS WILL BE COORDINATED WITH OTHER PUBLIC AND PRIVATE RESOURCES

Coordination with public and private agencies is incorporated into the plan for service delivery. This coordination provides an efficient service delivery system and addresses the needs of a maximum number of low-income people. Hawaii County Economic Opportunity Council works closely with public and private agencies to link, coordinate and arrange access to community programs. HCEOC personnel are knowledgeable about the availability and guidelines of resources in the community. The following is a partial list of the public and private agencies with whom we coordinate services on behalf of low-income people.

Emergency Food and Shelter: Salvation Army, Office of Social Ministry, East Hawaii Coalition for the Homeless, Food Basket, Department of Human Services, Hawaii Electric Light Company, GASCO, K. Taniguchi Markets, Coordinated Services for the Elderly, Hawaii Island United Way, County Nutrition Program, Hope Services Catholic Charities, Hawaii Island YWCA, Office of Hawaiian Affairs, Alu Like, Hawaii Island Day Care and various area churches.

Housing the Low Income: Housing and Community Development Corporation of Hawaii, Hawaii Housing Administration, County Office of Housing and Economic Development, Farmers Home Administration, Department of Hawaiian Homelands, Office of Hawaiian Affairs, Elderly Affairs Division, Coordinated Services for the Elderly, Kalapana Association, Habitat for Humanity, Office of Social Ministry, Care-A- Van, Big Island Housing Foundation, various area churches.

Health: Department of Health, Public Health Nursing, Adult Mental Health, Bay Clinic, Hui Malama Na 'Oiwī, Big Island Aids Project Department of Vocational Rehabilitation, Office of Aging, and urgent care offices.

Services for Children: Queen Liliuokalani Children's Center, Alu Like, Family Support Services, Department of Health, YMCA, YWCA, Boys and Girls Club, Department of Human Services, Salvation Army Interim Home, Hale Kipa, Probation Department, County Prosecutor's Office, Parents Inc., PATCH, Child and Family Services, Catholic Charities, Baby Safe, WIC, and the Neighborhood Place of Puna.

Services for the Abused: Turning Point for Families, Alternatives to Violence, Adult Protective Services, Big Island Substance Abuse Council, Prosecutor's Office, Office of Human Services, Family Court, Hawaii Island YWCA, Child and Family Services, Voluntary Case Management, County office of Immigration, Neighborhood Place of Puna, Child Welfare Office, Parent's Inc, Children's Justice Center, Hale Ho'ola, Lokahi Inc., and the Office of Aging.

Transportation: Department of Human Services, Coordinated Services for the Elderly, County Mass Transit, Big Island Center for Independent Living, Office of Aging, Hilo Adult Day Care, Vocational

Rehabilitation Division, Brantley Center, St. Francis Dialysis Center, Goodwill Industries, Department of Health, and the Adult Mental Health Division.

Education and Training: Workforce Development Division, Alu Like, ILWU, University Extension Services, Department of Education Hawaii School for Adults, Hawaii Community College, University of Hawaii at Hilo, Department of Vocational Rehabilitation, Department of Human Services, Paxen Group, and Goodwill Industries.

Pre-Employment and Employment: Workforce Division, Alu Like, Department of Human Services, Child Support Enforcement Agency, Catholic Charities, Goodwill Industries, Big Island Substance Abuse Council, and the Paxen Group.

Other: Hawaii County Council, Office of the Mayor, Hawaii County Parks and Recreation, Hawaii Chamber of Commerce, Workforce Investment Board, and Legal Aid.

Collaborative relationships have been established with the aforementioned agencies and offices to provide for the needs most common to the low-income population. In situations where referrals occur, HCEOC procedures are as follows:

1. Inform service delivery resource agency by direct personal contact or by telephone;
2. Submit intake collection forms; and
3. Follow-up referrals with service delivery resource agency by direct personal contact or telephone.

HCEOC's District Council Board, situated in each district is cognizant of all agency programs and services. These Boards act as advisors for district programs and review program statistics and data at their regular monthly meetings. They also act as liaisons with community groups, senior centers, and others interested and involved in low-income programs.

HCEOC will continue to coordinate with other public and private resource agencies and governmental offices in order to satisfy identified gaps in services and to assure continuation of an efficient service delivery system that addresses the needs of a maximum number of disadvantaged persons.

E. DESCRIPTION OF INNOVATIVE COMMUNITY AND NEIGHBORHOOD BASED INITIATIVES RELATED TO THE PURPOSES OF THE CSBG ACT

HCEOC is a participating member of various Hilo-Hamakua task forces to develop plans and implement interventions to alleviate problems of the distressed communities of East Hawaii for the past 16 years. Comprehensive plans have been developed with community input and are presently being implemented. HCEOC's specific involvement in the implementation of the plan includes the creation of jobs in the renewable energy industry:

HCEOC's innovative solution to the community's concerns on rising fuel costs, proposes alternative energy, which would thereby create a new industry and workforce in the renewable energy field. HCEOC is cultivating biodiesel producing trees in partnership with a mainland corporation called Terviva. The biodiesel products will be sold to Pacific Biodiesel which has a plant near Hilo.

Our youth initiative will be met through:

Language Arts Multi Cultural/STEM Program (LAMP) is a program for under achieving 3rd and 4th graders. A critical area is the Kau district where the program is located in the Naalehu Elementary School. The area has a large Marshallese population which lives in sub-standard housing in extreme poverty conditions. The program has hired a Marshallese speaking staff that will assist in communication and cultural barriers.

Maui Economic Opportunity, Inc.
Community Action Plan
October 1, 2012 to September 30, 2015

A. COMMUNITY NEEDS ASSESSMENT

BACKGROUND

Maui Economic Opportunity, Inc. (MEO), chartered on March 22, 1965 is a private non-profit Community Action Agency. The current annual operating budget is \$15 million dollars. MEO provides outreach and information, and administers human service programs to low-income persons, the youth, elderly, immigrants, ex-offenders, persons with disabilities and medical needs, and other disadvantaged individuals and families on the islands of Maui, Molokai and Lanai. The agency was organized as a Community Action Agency under the Economic Opportunity Act of 1964 to strengthen and coordinate efforts to eliminate poverty by providing opportunities in education, employment and training, transportation and other areas to help people, help themselves.

MEO is committed to fulfilling the Community Action Promise; Community action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and are dedicated to helping people help themselves and each other.

The agency's mission is to *strengthen the community while helping people in need, restore their hope, reach their potential and enrich their lives*. As such, MEO regularly conducts a community needs assessment to identify the needs of individuals in Maui County.

PURPOSE

To identify the significant needs in the community, and to plan and develop agency strategies to address those needs, thereby improving the quality of life while helping individuals and families attain self-sufficiency.

METHOD

MEO participates in community needs assessments throughout the year in a number of ways: (1) through specific needs surveys of clients conducted by staff (i.e., three year plan needs survey, transportation needs survey, community services satisfaction surveys); (2) survey forms distributed to participants of community events and forums, conducted or organized by MEO such as the Senior Fair; (3) the monitoring of public hearings at county-wide events such as the Mayoral and County Council annual budget hearings, (4) staff participation in local and statewide boards, coalitions, organizational board of directors, commissions, task forces, and focus groups, staff, board and stakeholder listening session; and (5) researching and reviewing reports, studies, and statistics (Maui County data Book, US Census, State of Hawaii Department of Public Safety Annual Report) of the socio-economic conditions of our county and its

population. The information gathered through these processes gives MEO staff information on community needs so services can be developed and funds obtained, to focus staff work, and to develop strategic initiatives.

Listing of MEO advisory boards and community partners involved in local and regional initiatives to promote advocacy and address poverty:

1. Commission on Persons with Disabilities
2. Commission on the Status of Women
3. County of Maui
4. County of Maui, Department of Housing and Human Concerns
5. Good Beginnings Alliance
6. Hana Health Center
7. Hawaii Department of Education
8. Hawaii Association for the Education of Young Children
9. Joint Advocacy Committee on Senior Affairs (JACOSA)
10. Lanai Community Health Center
11. Maui Accessible Transportation Coalition Initiative (MATCI)
12. Maui Community Correctional Center (MCCC)
13. Maui County Workforce Investment Board (WIB)
14. Maui County Grants Review Committee
15. Maui Economic Development Board (MEDB)
16. Maui Homeless Alliance
17. Maui Memorial Medical Center
18. Maui, Molokai and Lanai Chamber of Commerce
19. Maui Native Hawaiian Chamber
20. Maui Nonprofit Directors Association
21. Maui United Way
22. MEO BEST Planning & Advisory Council
23. MEO Board of Directors
24. MEO Business Development Center Committee
25. MEO Head Start Policy Council
26. Molokai Community Service Council
27. Na Keiki O Lanai Preschool
28. Senior Planning and Coordinating Council
29. Society for Human Resource Management
30. Statewide of Hawaii Workforce Development Council
31. State of Hawaii Workforce Investment Board (WIB)
32. State of Hawaii, Department of Education
33. State of Hawaii, Office of Community Services
34. Stakeholders- recipients of funding and the general public
35. University of Hawaii Maui College (UHMC)

This report summarizes the primary findings from the MEO 2012 Community Needs Assessment .

SUMMARY OF DATA

County Profile

The County of Maui consists of the inhabited islands of Maui, Molokai, and Lanai and the uninhabited island of Kaho'olawe.

Geography



The County is the second largest of the four counties in the State of Hawaii. According to the 2010 census, the County has a total area of 2,398.74 square miles, of which 1,161.52 square miles is land and 1,237.22 square miles is water. The land area is approximately the size of Rhode Island.

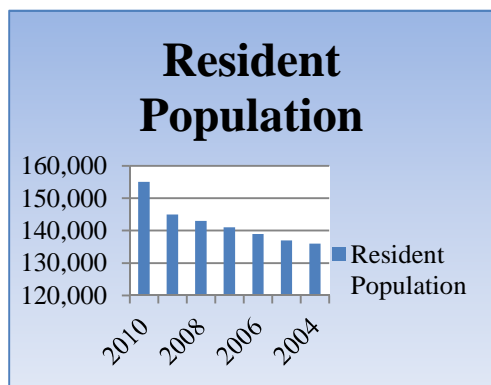
The island of Maui, known as the “Valley Isle” is the second largest in the Hawaiian island archipelago. It has a land area of 735 square miles, is 48 miles long and 26 miles wide.

The island is the center of trade, commerce, and county government. It is also the largest islands of the four islands making up the County. Historically, pineapple and sugar have been the major industries. Today, however, tourism and construction are the leading components of the Maui County economy, which continues to include agriculture as well as technology, renewable energy and scientific and research facilities.

The 264 square mile island of Molokai is the second largest in the county. Molokai is known as the “Friendly Isle” and has a reputation of being the reservoir of aloha. The population is largely Hawaiian or part-Hawaiian and traditional pursuits like fishing and farming have contributed to preserving its cultural heritage.

The island of Lanai has historically been called the “Pineapple Isle” because, for many years, most of its 141 square miles were devoted to pineapple production. Dole Food Company, the island’s major land owner, has phased out its cultivation of approximately 9,000 acres leaving 100 acres of growing fields, which are utilized to supply local resorts.

Demographics



As of the 2010 Census, there were 154,834 people, 51,281 households, and 35,498 families residing in the County. The population density was 133 people per square mile. There were 70,379 housing units at an average of 61 per square mile.

Maui County’s population is composed of multiple ethnic heritages including Hawaiian, Japanese, Caucasian, Filipino, Chinese, Korean, Tongan, Samoan, and others. The racial makeup of the county was 34.40% White, 0.60% Black or African American,

0.40% Native American, 28.80% Asian, 10.40% Pacific Islander, 1.90% from other races, and 23.50% from two or more races. 10.10% of the population was Hispanic or Latino of any race.

Source: Maui County Data Book 2011

Period July 1	No. of Residents	% of Annual Change
2004	136,841	1.6%
2005	138,744	1.4%
2006	140,119	1.0%
2007	141,523	1.0%
2008	143,591	1.5%
2009	145,240	1.1%
2010	154,834	6.6%

There were 51,281 households out of which 36.24% had children under the age of 18 living with them. 47.20% were married couples living together. 12.30% had a female householder with no husband present, and 34.10% were non-families. 24.30% of all households were made up of individuals and 7.50% had someone living alone whom was 65 years of older. The average household size was 2.89 and the average family size was 3.36.

In the County the population was spread out with 25.30% under the age of 20, 5.40% from 20 to 24, 27.00% from 25 to 44, 29.60% from 45 to 64, 12.70% 65 year of age or older. The median age was 39.6 years. For every 100 females age 18 and over, there were 99.22 males age 18 and over.

Key Maui Indicators

	2004	2005	2006	2007	2008	2009	2010
Non-Farm Jobs (Thou)	65.9	68.0	70.5	72.3	71.0	65.5	64.3
% Change	3.9	3.2	3.6	2.6	-1.8	-7.8	-1.8
Unemployment Rate	3.1	2.6	2.4	2.8	4.6	8.7	8.3
Inflation Rate, HNL MSA (%)	3.3	3.8	5.8	4.9	4.3	0.5	2.1
Real Personal Income (1982-84\$Mil.)	2,198.8	2,288.0	2,378.1	2,441.8	2,387.2	2,309.8	
% Change	5.7	4.1	3.9	2.7	-2.2	-3.2	
Visitors (Thou.)	2,207.8	2,346.5	2,498.2	2,552.0	2,129.0	1,932.4	2,134.9
% Change	0.5	6.3	6.5	1.0	-15.6	-9.2	10.5

Source: UHERO and other sources. Table copyright of UHERO 2011 (The Economic Research Organization at the University of Hawaii)

Government

In Maui County, as well as three other counties within the state, there are no subordinate or separate municipal entities. The State government administers the school system, airports, harbors, hospitals, judicial system, and the State highway system.

Most non-federal taxes are administered and collected by the State under Hawaii's highly centralized tax system. The major sources of State revenue are the general excise tax and corporate and personal income taxes. There are no state personal or property taxes, no local levies for school districts or special assessments.

The County of Maui provides a broad range of municipal services including public safety, highways and streets, water and sanitation, human services, public infrastructure improvements, parks and recreation, public transportation to include human service transportation, planning, zoning, and general administrative services. The county's proposed total budget for 2012-2013 is nearly \$627 million with 3.5% designated for Social Welfare services and 8.6% for Highways, Streets and Transportation. 58% of the \$18.4 million dollar transportation budget is designated for Public and Para transit service, 30% (\$5.6 million) for Human Services, 5% for administration for the highway fund, and 4% for the Air Ambulance.

The State of Hawaii's 2012 operating budget is \$10.8 billion dollars, with more than two billion or 21.8% budgeted for Human Services.

IDENTIFIED NEEDS

Children and Youth

- Affordable, quality childcare;
- Subsidies for childcare;
- Safe and stimulating places for youth to gather;

Economic Development

- Diverse economic opportunities in growth industries;
- Economic development and job creation particularly in depressed communities;

Education

- Affordable post-secondary education opportunities;
- Child abuse and neglect awareness and prevention;
- Disaster preparedness awareness;
- Domestic violence awareness and prevention;
- Drunk driving awareness and prevention;
- Elder abuse and neglect awareness and prevention;
- Financial literacy;
- Improve the quality of education and reduce the number of dropouts;
- Increase access to GED;
- Subsidies for early childhood education;
- Substance abuse awareness and prevention;
- Youth life skills educational programs focusing on bullying, teen suicide and teen pregnancy;

Environmental

- Eradicate invasive plants and animals to protect the native ecosystem;
- Protect open spaces from development;
- Reduce carbon footprint;
- Reduce or eliminate dependency on oil;

Employment and Training

- Increase access to vocational training;
- Increase employment training opportunities and job placement assistance;
- Increase transitional support for ex-offenders;

Human or Social Services

- Access to emergency services in remote areas;
- Affordable eldercare and subsidies;
- Alcohol abuse awareness;
- Caregiver support services;
- Child abuse and neglect awareness;
- Decrease obesity and related health issues;
- Elder abuse and neglect awareness;
- Expand assistance with subsidizing utility expenses;
- Expand homeless support and prevention services;
- Expand immigration support services for the Hispanic or Latino population;
- Expand senior support services;
- Homecare for the elderly;
- Improve the quality of life for the family unit through family strengthening training and activities;
- Increase transitional support for ex-offenders;
- Underage drinking awareness and prevention;

Health

- Access to dental care for low income and the uninsured;
- Access to affordable health care for seniors, low income, persons with chronic or life threatening illnesses, and the service for the uninsured;
- Decrease obesity and related health issues;
- Improve nutrition in schools and senior programs;
- Increase availability of mental healthcare services and coverage;

Housing

- Expand homeless support and prevention services;
- Increase the number of affordable rental units;

- Increase the number of affordable houses for purchase;

Infrastructure

- Improve Maui's infrastructure, roads and water systems;

Legislation

- Employer friendly small business legislation;
- Fair and equitable property tax rates;
- Reduce the high cost of living;
- Reduce the cost of gas;
- Reduce or eliminate dependency on oil;

Public Safety

- Alcohol abuse prevention;
- Underage drinking prevention;
- Disaster preparation;
- Domestic violence awareness and prevention;
- Drunk driving awareness and prevention;
- Increase transitional support for ex-offenders;
- Reduce crime; car theft, larceny theft, burglary, assault, rape, vandalism;
- Substance abuse awareness and prevention;
- Youth life skills prevention programs focusing on bullying, teen suicide and teen pregnancy;

Transportation

- ADA accessible walkways, roads, buildings and parks;
- Expand transportation access to un-served, underserved and remote areas.

SUMMARY OF FINDINGS

Maui County demographics show that the population has experienced its largest increase in the past seven years. 42.8% of the county's residents are between the ages of 45 to 65 which will continue to place an increased demand on services for seniors, to include human service transportation. 36.24% of the 51,281 households had children under the age of 18 living with them. With this high percentage of families, it is expected that the demand for quality childcare and education as well as prevention education and awareness will continue. Additionally, the Hispanic population has reached 10.10% of the total county population, thereby indicating a continued need for acculturation support.

According to the Department of Public Safety, native Hawaiians (part or full) comprise 41.2% of the State prison population while they comprise of 28% of the State's 1.2 million residents. In a recent report conducted by the Office of Hawaiian Affairs (OHA), it has been stated that since 1977, the number of people incarcerated in Hawaii has increased more than 900 percent, from 398 people in prison in that year

to 4,304 people sentenced to one year of more in prison in 2008. Comparatively, the US incarceration increased 262 percent during the same period. Based on these statistics it is apparent that reintegration programs are needed, particularly those that serve Native Hawaiians.

With an 8.3% unemployment rate and a -1.8% in non-farm jobs, supportive services such as pre-employment training, financial literacy and job placement will continue to be vital needs of the community.

The median price for a single family home is \$444,000 with 58.8% of the population owning their home. There is an average of 3.12 people in each owned household and 2.56 in each rental. Nearly half of all renters pay 35% or more of their total income on rent. 70% of the over 19,000 rental units cost between \$1,000 and \$1,500 or more per month. The per capita income is \$29,180, and 8.9% of the population is below the poverty level. One in every five individuals works two or more jobs to make ends meet. With the high cost of rent, utilities, food, etc. individuals who incur an unexpected expense such as a medical bill, car repair, or some other unplanned expense will continue to struggle with paying rent and utility bills. Rental assistance will continue to be a need to help individuals get back on their feet.

HOW NEEDS WERE PRIORITIZED

Needs were prioritized using the following criteria:

- The depth of the issue in the community
- The impact of the issue in the community
- Current resources already available outside of the agency to address the issue
- MEO's current involvement in the issue
- MEO's ability to impact the issue or the potential to impact the issue in the future
- The need falls within MEO's mission

Needs meeting the criteria were identified as a priority, indicating that MEO resources (time, talent and treasure) could be allocated accordingly.

AGENCY PRIORITIES

- Access to dental care for low income and the uninsured;
 - Work with community members, clients, providers and legislators to create an action plan to solicit and retain providers who are able willing to serve the "gap group" population.
- ADA accessible walkways, roads, buildings and parks;
 - Work with the Maui Accessible Transportation Coalition to develop strategies to address the needs; educate the community and legislators and garner support and secure funding to execute improvements.
- Alcohol abuse, underage drinking and drunk driving awareness and prevention;
 - Utilize existing funding and work with stakeholders to increase education and awareness and secure additional funding to expand outreach and affect change.

- Child abuse and neglect awareness and prevention;
 - Collaborate with community partners and other stakeholders to increase awareness of the need and the problem and leverage existing funding and resources to reduce child abuse and neglect.
- Diversify economic opportunities in growth industries;
 - Work with community partners and aspiring entrepreneurs to determine high growth areas.
 - Entrepreneurs will attend Core 4 Business training to develop a business plan and start or expand a business to simulate the economy and create jobs.
- Economic development and job creation particularly in depressed communities;
 - Collaborate with community stakeholders in Hana and the on the islands of Molokai and Lanai to identify needs and opportunities and create opportunities for growth and expansion of businesses.
- Expand assistance with subsidizing utility expenses;
 - Work with the federal, state and county government and pursue private funding sources to secure monies for utility assistance.
- Expand homeless support and prevention services;
 - Collaborate with the Maui Homeless Alliance and other community stakeholders to maximize existing funding and prevent duplication of services.
- Expand senior support services;
 - Work with the JACOSA and the State and County to assess needs and coordinate services.
- Expand transportation access to un-served, underserved and remote areas;
 - Though the MATCI identify all service providers and coordinate services to cover all remote areas while containing the cost of operations.
- Expand immigration support services for the Hispanic or Latino population;
 - Work with the County of Maui to secure State and private funds to increase support to this growing population.
- Financial literacy;
 - Incorporate financial literacy into all programs; identify the need through intake and assessment; provide training and support to those with an identified need in the Individual Service Plan or Family Partnership Agreement.
- Improve the quality of education and reduce the number of dropouts;
 - Empower clients to advocate for change by contacting the governor, legislators, the board of education and other stakeholders.
- Improve the quality of life for the family unit through family strengthening training and activities;
 - Secure additional funding to supplement the Male and Family engagement component of the Head Start Program.
 - Continue to include Family Nights and family engagement as a part of the Youth Services core programming.

- Improve nutrition in schools and senior programs;
 - Empower parents, seniors and stakeholders to advocate for healthier choices in meal programs in schools and senior centers. Contact the governor, legislators, and the Department of Education to affect change.
 - Serve health snacks in all Head Start classrooms.
 - Educate Kahi Kamalii families about what constitutes a healthy snack and meal and insist all food provided by families meet the “healthy” standard.
- Increase employment training and job placement;
 - Work with County and State funders and pursue private funding sources to increase monies allocated for employment training and job placement of disadvantaged individuals.
- Increase availability of mental healthcare services and coverage;
 - Empower clients and stakeholders to educate legislators about the need for regulated services to ensure help is available.
- Increase transitional support for ex-offenders;
 - Work with the State and County to allocate federal funds to Maui County to expand support for the incarcerated or soon to be incarcerated to reduce the recidivism rate.
- Reduce carbon footprint;
 - Install a photovoltaic system on the MEO Family Center to reduce reliance on electricity.
 - Build a “green” transportation maintenance facility.
- Subsidies for early childhood education and care;
 - Research and secure funds to provide additional childcare subsidies for those in need.
- Substance abuse awareness and prevention;
 - Continue to incorporate substance abuse and awareness education, assistance, and activities in all programs working with at-risk populations.
- Youth life skills and education and prevention programs focusing on bullying, teen suicide and teen pregnancy.
 - Continue to focus on career and life skills to include financial literacy, and prevention education in all youth programs.

PROPOSED ACTION

MEO will incorporate the agency’s priorities that are not currently being addressed in to its 2012-2015 Strategic Plan.

B. STRATEGIC PLANNING

Strategic planning sessions were conducted from May 5, 2012 to July 13, 2012 to develop the agency’s three year plan covering October 1, 2012-September 30, 2015. Goals aligned with identified needs include:

- Self-sufficiency-

- Diversify agency funding sources to reduce dependency on government grants
- Reduce Microloan interest rates to lower the client's debt
- Create opportunities for successful business owners to mentor new business owners
- Increase transportation passenger trips by 10%
- Secure meaningful employment-
 - Enhanced intake and assessment and employment training and job placement
 - Increase the number of unemployed parents participating in job training
 - Research and implement a program to assist incarcerated clients pay off fines
- Attain and Adequate Education-
 - Fifty percent of all Head Start centers will receive NAEYC Accreditation

C. THE SERVICE DELIVERY SYSTEM

MEO's service area includes Maui County, which covers the islands of Maui, to include Hana, Moloka'i, and Lana'i. MEO is the only community action agency in the state that has the challenge and task of providing services to low-income individuals and families on three separate and unique islands. This requires MEO to maintain satellite offices on these islands and to incur the additional travel expenses necessary to supervise and manage these remote locations.

The continuous needs assessment process, data gathering and strategic planning process provides MEO an opportunity to evaluate existing community needs and reflects on the agency's current goals and objectives. The needs assessment confirms MEO's projects and activities are properly initiated and implemented, providing much needed assistance to the disadvantaged, reducing poverty and empowering clients to become self-sufficient. Areas of need not provided by MEO are being met to some degree by other nonprofit agencies or by the federal and state governments. MEO continues to facilitate a collaborative network with these agencies, thus ensuring low-income individuals and families are provided an opportunity to get out of poverty and become self-sufficient.

MEO's service delivery system starts with program outreach and marketing to inform those in need of the availability of assistance. Case managers work with clients to determine program eligibility and understand their concerns and needs. The case manager utilizes an intake form that is the tool to establish an individual service plan (ISP) or a Family Partnership Agreement (FSA). This service delivery process provides an opportunity to analyze, assess, determine, and implement action with cooperation and agreement from the client. Once the client receives services, case managers conduct regular follow-up telephone calls or meet individually to monitor progress and ensure success. Follow-up is conducted at 30, 90, 180, and 365-day interval.

MEO has developed an extensive outreach system touching people from all lifestyles and geographic areas of Maui County and certain areas throughout the State of Hawaii. In the event MEO is unable to provide direct services, we have an excellent referral system in place with other agencies so clients'

needs can be addressed. Management and staff place a high priority on communication, cooperation, and collaboration with private/public institutions, organizations and agencies.

MEO continues to be a leading advocate for the needy and less fortunate by speaking at public forums, being present at countless community and organizational meetings and through publications and utilizing public media. MEO publishes a quarterly Senior Scoop newsletter to share information with more than 1,000 seniors. Press releases are regularly sent to the Maui News, Maui Weekly, Molokai Dispatch and Lanai Times (local newspapers). 'Akaku: community access television, Maui TV News produce spots about MEO events. MEO has monthly drive-time spot on a morning radio talk/call-in show where the community can learn about and comment on MEO programs. MEO also receives feedback from our clients and the general public through its website: meoinc.charityfinders.com.

MEO's delivery systems provide services to low-income individuals and families and are the methods by which MEO reduces poverty in the community and advocates individual self-sufficiency. MEO service delivery system includes:

Community Services

The Community Services Department provides a total of 15 programs and activities which address the basic and developmental needs of low-income individuals and families, seasonal farm workers, elderly, and persons with disabilities, whose goals are to become self-sufficient and to better themselves. For all programs, the delivery system is provided by case managers, who do outreach, information and referral, recruitment, intake, assessment, counseling, career planning, job referral and placement, client follow up reviews, quality control and review of client files. An in-depth individual service plan is a key feature in assessing client needs to help participants through their daily obstacles. Community Services staff coordinates program activities; reviews client files, supervises staff, provides counseling to clients and works directly with state agencies.

Enlace Hispano (Hispanic Link)

The Enlace Hispano Acculturation Program assists and supports the expanding Hispanic community on the island of Maui. Services include acculturation and advocacy, facilitation of English classes, translations, health care and legal assistance and other referrals. Legal assistance referrals include a wide spectrum from immigration issues, to divorce and family court difficulties to DUI correctional classes. The current needs with health care also range from specific health concerns prominent among the 'Hispanic culture, i.e. diabetes, heart disease, cancer, to obtaining health insurance and medical interpretation.

The service delivery system used by Enlace Hispano consists of word of mouth referrals, walk-in and telephone consultations, agency referrals, and community outreach. The nature of the recent immigrant community necessitates extensive trust building and "*confianza*" with clients. EH continues to strive to create a comfortable environment that enables the community to

confide their needs and difficulties at times when they are vulnerable. The EH staff acts as a liaison between individuals and agencies to familiarize and translate services available.

Emergency Food Fund- Molokai

The funding for emergency food assistance came from a private donor when this person heard about Molokai Ranch closing. The program offers \$50.00 purchase orders at the local grocery markets to assist families with food. Clients are identified through outreach and referrals.

Employment Core for Low Income Persons (ECLIP)

MEO prepares and assists unemployed or under-employed low-income persons in obtaining and maintaining employment. Many are long-term welfare recipients, who lack the experience and skills to find and maintain a job, and are unable to achieve self-sufficiency on their own. To assist in eliminating those barriers, MEO staff provides outreach, recruitment, eligibility verification, needs assessment, ISP development, case management support, pre-employment training classes, identification of potential employers, assistance with applications, resumes, and references, job placement and job maintenance support for 90 days, 180 days, and 365 days. Clients are identified through outreach and referrals.

Being Empowered and Safe Together (BEST)

BEST works with currently and formally incarcerated individuals to assist them to successfully reintegrate into the community. Services include: locating suitable housing, assistance, finding employment, obtaining a driver's license, assisting with enrolling in college, and obtaining treatment services.

Assistance begins while the individual is incarcerated. MCCC staff refers clients to BEST and a case manager goes into the facility to complete an intake and needs assessment to determine the client's needs, strengths and weaknesses, identify special conditions from the Department of Public Safety (PSD), make referrals to other support service agencies, and create a road map for achieving short and long term goals designed to promote self-reliance. BEST case managers also work closely with the client's parole or probation officer, service center social worker, and case managers at MCCC to craft the appropriate individual service plan for the client.

During their incarceration clients participate in classes in Pre-Employment Training (PET), cognitive skills and if needed substance abuse treatment. Once the client is work furlough eligible, a case manager assists with job search and job placement, securing reliable transportation to and from the facility and provides on-going support. Prior to parole release, case managers assist with securing suitable housing and obtaining transitional rental assistance.

Housing Placement Program

Housing placement assistance is provided to Temporary Assistance to Needy Families (TANF) eligible families to live independently in affordable market rental units. The immediate focus will be on helping these families who have been awarded Section 8 housing assistance and/or transitioning from homelessness to shelters. Family must remain with a housing case manager until the case manager determines that they no longer require this assistance. Services include but are not limited to the following: (1) assist clients in locating suitable rental housing units, (2) schedule housing interviews for clients, (3) conduct face-to-face housing presentations, (4) assist clients in obtaining security deposit and/or first month's rent, if necessary, (5) conduct unit inspections and detailed unit inventories prior to client move-in, (6) assist clients with completing all necessary paperwork, including leases, (6) mediate landlord/tenant issues, (7) provide ongoing case management to ensure that families can retain their housing, (8) provide counseling, guidance, and referral to appropriate services as needed. Clients are identified through outreach and referral.

Low Income Housing Energy Assistance Program

This program is offered only during the month of June. LIHEAP is a Federal program that provides energy assistance once a year. Maui County residents can qualify for one of two programs: Gas or Electric Bill Payment Assistance - an energy credit given to households who are experiencing difficulty paying their gas or electric bills; Energy Crisis Intervention - financial assistance given to households whose electricity is off or will be shut off. Clients are identified through outreach, media blasts, and referrals.

National Farmworker Jobs Program

The National Farmworker Jobs Program (NFJP) is a nationally-directed program of job training and employment assistance for migrant and seasonal farmworkers (MSFWs). It is authorized by Congress in Section 167 of the Workforce Investment Act of 1998 (WIA) to counter the impact of the chronic unemployment and underemployment experienced by MSFWs who depend primarily on jobs in agricultural labor. Since its inception with the passage of the Economic Opportunity Act of 1964, the NFJP has been an integral part of the national workforce strategy. MSFWs now access the NFJP and other employment assistance through the One-Stop Career Center network of the workforce investment system.

NFJP assists MSFWs and their families attain greater economic stability. The program assists farmworkers to acquire new job skills in occupations that offer higher wages and a more stable employment outlook. In addition to skills training, the program provides supportive services that help farmworkers remain and stabilize their employment in agriculture. The NFJP also facilitates coordination of services through the One-Stop Career Center system for MSFWs so they may access other services of the workforce system.

MEO administers this statewide grant conducting outreach and enrollment on the islands of Maui, Hawaii, Oahu and Kauai.

Rental Assistance

This program is funded by the County of Maui to help families and heads of households find shelter or maintain their current dwelling and/or assist with utility assistance. The rental subsidy program may include up to six (6) months assistance at declining amounts with a maximum amount not exceeding \$3,500 per client. The maximum rental payment will be \$1,200; security deposit will not exceed \$1,200, and utility assistance (utility deposit or utility payment) will not exceed \$500. Clients must attend financial literacy classes and must create and maintain a household budget to ensure of self-sufficiency at the end of the assistance period. Clients are referred by word of mouth, outreach and referrals.

Senior Community Service Employment Program

The Senior Community Service Employment Program (SCSEP) is a community service and work based training program for older workers. Authorized by the Older Americans Act, the program provides subsidized, service-based training for low-income persons 55 or older who are unemployed and have poor employment prospects. Participants have access to both SCSEP services and other employment assistance through One-Stop Career Centers. SCSEP is a federally funded program administered by the State and assigned to MEO. Participants work an average of 20-hours per week and receive the highest of federal, state, or local minimum wage. Program participants are placed in a wide variety of community service activities at non-profit and public facilities, including day-care centers, senior centers, schools and hospitals. It is intended that these community service experiences serve as a bridge to other employment positions that are not supported with federal funds. The goal is to place into unsubsidized jobs the number of participants equal to 30 percent of the authorized positions. Clients are referred by the One Stop Center or identified through outreach efforts.

Senior Red Card Discount

MEO worked with local merchants to offer a 10% discount on goods and services at numerous establishments in Maui County for seniors 60 and older.

Senior Legal Service

Local attorneys provide pro bono assistance to seniors 60 and older with basic, simple wills or living trusts or deeds. Clients are identified through word of mouth, referral and outreach.

The Senior Scoop

MEO produces a quarterly senior newsletter that provides health information, recipes, games, MEO bus schedule and other vital information relating to senior activities. Newsletters are distributed to the 55 MEO senior clubs.

Temporary Emergency Food Assistance Program

Individuals and families within 150% of the federal poverty level receive monthly USDA food commodities on the islands of Molokai and Lanai. Clients are identified through word of mouth, outreach and referrals.

Theresa Hughes- People In Need

The funds from this Trust Fund are for People In Need (PIN). Teresa Hughes funds assist physically or mentally ill adults over seventy (70) and children eighteen (18) and under who can be certified with a special need or have been exposed to suspected abuse (substance, neglect or physical).

Weatherization Assistance Program

The Weatherization Assistance Program (WAP) enables low-income households to reduce their energy costs by making their homes more energy efficient. Families receiving weatherization services see their annual energy bills reduced by an average of \$437, depending on fuel prices. Increasingly, weatherization service providers look at the house as a complete system under the concept of "whole-house weatherization." Weatherization providers have begun to look at combining resources to address the needs of their clients. This expanded approach is referred to as "weatherization plus". Benefits include, but are not limited to, reducing our nation's energy dependency, protecting the environment, and stimulating economic development in low-income communities.

Weatherization measures selected from the U.S. DOE approved Hawaii Priority list after conducting a limited home audit may include but are not limited to 1) compact fluorescent lights (CFLs), 2) refrigerator replacements, 3) low-flow shower heads and faucet aerators, 4) smart power strips, 5) replacement room air conditioners, and 6) water heater systems (solar, gas, tankless, and hybrid heat pump) for the following categories: (1) single family and multi-family residences, (2) elderly persons' residences, (3) handicapped persons' residences, and (4) renter's residences. Clients are identified through outreach and referral.

Early Childhood Services

MEO Early Childhood Services consists of three programs: Head Start, Kahi Kamali'i Infant and Toddler Center, and 'Ohana Strengthening. Each program is designed to support families with young children.

Head Start

MEO Head Start provides comprehensive early childhood education services for qualified families according to federal poverty guidelines and for families of children with a certified special need. A full day schedule is offered for working, in training or in school parents/caregivers. A part day schedule is available for those families not requiring extended care services. The MEO Head Start Program has 13 centers on Maui, serving 253 families, two on Moloka'i, serving 40 families and a partnership on the island of Lana'i serving five families. MEO Head Start has created a strong

collaboration with the Department of Education (DOE) Special Education Program. In partnership with the DOE program six of MEO Head Start centers have been designated "inclusion sites."

Parents are an important part of the program where they are taught that they are the child's first teacher. Parents are supported and encouraged to develop their parenting skills, encouraged to continue their own education and secure employment to improve their quality of life. Additionally, parents serve on the Head Start Policy Council, a decision making body that is responsible for approving lesson plans and menus, the hiring and firing of staff, policies and procedures and budgets. Through this process parents learn about advocacy and are empowered to affect change.

Staff conducts community outreach through attending community and public meetings, and thorough radio and print public service announcements to enroll families. There are nearly 4,000 3-5 year olds living in Maui County. MEO Head Start serves 298 eligible children with an additional 325 eligible children on the waiting list.

Ohana Strengthening

MEO 'Ohana Strengthening Program assists incarcerated mothers providing family strengthening through intensive case management for families identified with substance/child abuse and community strengthening to revitalize communities dealing with substance abuse.

Clients are referred by the Maui Community Correctional Center (MCCC) staff. MEO and MCCC work collaboratively to ensure support this population.

Kahi Kamali Infant/Toddler Center

Kahi Kamali'i Infant/Toddler Center is a joint partnership between Maui Economic Opportunity, Inc. and the J. Walter Cameron Center with funding subsidy provided by the County of Maui to assist low income families. The program offers quality childcare services for children six months to four years of age. Space is available for up to 20 children in a beautiful facility which offers separate space for infant and toddlers. Children with diagnosed special needs are welcomed to the program and are provided with services based on their individual needs. Individual development plans are developed by caregiver staff with input from parents and other providers involved in the child's care. Parent conferences, meetings and trainings are also part of the program, allowing ample opportunity for communication between family and caregivers.

All families enrolled in Kahi Kamali'i are families that are working, in school or training and most meet low-income and high-risk categories including teen parents.

Transportation Services

MEO provides specialized transportation services to low-income, elderly, persons with disabilities, and medically needy residents, as well as to the preschool children and youth in Maui County. MEO

Transportation serves the low-income Head Start pre-school children on Maui and Molokai through contracted services for field trips.

As part of Maui County's entire transportation system, MEO provides the specialized transportation for Maui County. Many individuals and groups' would be unable to travel without the specialized door-to-door or curb-to-curb, on-demand transportation service. This life-sustaining service helps many low-income elderly citizens to get medical attention, or to receive basic nutrition provided by lunch sites. Additionally, citizens with mobility impairments, have a reliable option to reach critically needed services such as renal dialysis and other medical, employment, or social services. Rehabilitation and adult day care clients are able to attend their daily programs, which provide respite for family members to work and go about their daily schedule.

MEO continues to address the transportation needs of a growing, highly diverse group of Maui County residents on all three islands, providing highly-demanding transportation service, operating 95, to include 62 ADA wheel chair accessible vehicles and providing over 300,000 trips annually. Additionally, MEO has four ASE certified mechanics on staff to afford the transportation fleet a priority service with the desired cost containment and preventive maintenance results. This level of achievement is possible because of the partnership provided by the County of Maui, Federal, State and private funds.

Youth Services

MEO Youth Services offers positive youth development assistance for the adolescent youth as they move through their pivotal period from childhood toward adulthood. The program nurtures self-esteem in youth, provides outdoor experiential learning opportunities and prevention programming such as, dropout, underage drinking, tobacco, bullying and suicide, and boys and girls circle. Coordinators and Specialists facilitate and teach social skills development, as well as life & career skills preparation for those who are at risk of becoming socially disengaged and who possess a need for personal encouragement, as a result of family dysfunction or other reasons. The target populations are "at-risk" Maui youth and young adults from 6th grade (intermediate ages) and up through high school and college age. Staff provides outreach services through presentations at low-income housing projects, county youth centers, intermediate, and senior high schools. Youth receive assistance and instruction enhancing employability through learning life skills, job skills, and on-the-job training projects.

MEO Youth Services staff works closely with the Department of Education schools in the Central Maui areas (Baldwin, Maui High, Maui Waena, Iao Intermediate) Alternative Learning Center; as well as agencies and organizations such as the State DLNR Forestry & Wildlife Management, Olowalu Cultural Reserve, Kihei Youth Center, Alu Like, Office of Hawaiian Affairs, The Nature Conservancy, American Red Cross, Maui Hui Malama Learning Center, County Parks and Recreation, Maui Police Department, Kihei Canoe Club, Lae Ula o Ke Kai Canoe Club, Hawaiian Canoe Club, and others.

County of Maui Youth Services and Under Age Drinking Prevention

Provides an afterschool/out of school youth development program that focuses on delivering life and career skills development, service learning, leadership and acculturation development, and cultural awareness along with delivery of prevention education for youth on the island of Maui. These activities give the youth the skills to make the right decisions and empower them to control their own destiny. Youth are enrolled through outreach and referral.

Youth Services-AmeriCorps

The MEO AmeriCorps Environmental program is designed to achieve direct results in addressing one of the nation's critical needs of environmental, at the community level alongside human, public safety, and education. The program provides meaningful opportunities for Americans of all ages and backgrounds to serve their country in organized efforts, fostering civic responsibility, building community, and providing educational opportunity for those who make a substantial commitment to service. The AmeriCorps Program is mainly funded by the Corporation for National and Community Service and administered by the Hawaii Commission for National and Community Service.

The MEO AmeriCorps program supports and nurtures the development of a firm, lifelong commitment to serve Hawaii's people, from the keiki (children), makua (parents and adults), to the kupuna (grandparents and elderly). We malama (care for) the environment and natural resources; incorporate 'ohana (family) strength and values; build on and enrich cultural, educational, and economic aspects of our community; and develop partnerships among grassroots, nonprofit, corporate, local, state, national, public, and private sectors. We support community driven service initiatives and unify state and national directives within a framework that effectively facilitates communication and collaboration among all levels of leadership.

Interns are placed with host environmental or ecological oriented agencies and worksites in Maui County, offering hands-on training opportunities that may lead to future employment. Full-time participants receive basic medical coverage and all participants receive a stipend. Participants also receive an education award upon successful completion of all required service hours. Host agencies pay 50% of the participant's stipend, which is used to assist with meeting the federal match requirement. Currently host agencies include the Department of Land and Natural Resources (DLNR), Forestry, East Maui Watershed Partnership, Haleakala National Park, Maui Coastal Land Trust, Molokai Land Trust, Kalaupapa National and Historical Park, Kahoolawe Island Reserve, Maui Nui Botanical Gardens, and MEO BEST/KeKahua. Participants are recruited via the HireNet Hawaii, the MEO website and through newspaper advertising.

MEO Business Development Center (MEO BDC)

MEO BDC facilitates employment creation to low-income individuals by providing entrepreneurial education and micro-lending to support and provide capital for start-up and expanding businesses of low-income individuals. Loan fund managers review and assist with loans for capital, pre- and post-loan technical assistance and a microenterprise entrepreneurial

In addition to microenterprise financing, the program focuses on education and providing technical assistance to those interested in starting, expanding, or purchasing a business. Assistance is provided through a Core Four Business Planning Course that is offered on the islands of Maui, Lana'i, and Molokai throughout the year to the general public. Other technical assistance includes Credit Repairs and Technical Assistance (TA) for applicants of the Office of Hawaiian Affairs (OHA) Malama Loan Program, and seminars for the Maui County Business Resource Center (MCBRC) on Credit Readiness, How to Obtain Business Loans, and Starting a Business.

The Director and Loan Fund Managers provide CORE 4 training, enabling entrepreneurs to prepare a business plan and cash flow projections. Through these actions MEO-BDC creates employment for low-income persons. Potential clients learn of MEO-BDC via its extensive marketing program throughout the County.

D. SPECIFIC LINKAGES THAT WILL BE MAINTAINED OR ESTABLISHED TO FILL IDENTIFIED GAPS IN THE SERVICES

To ensure gaps in services are identified and services are provided to the disadvantaged, MEO management and staff have worked diligently to develop an excellent rapport and relationship with other agencies. Management and staff continually meet to discuss ways of dealing with gaps in services or areas for whatever purposes are not being served. The use of computers and the Internet helps MEO stay abreast of new methods and contributes to an awareness of how others are addressing similar challenges in their communities. Brief descriptions of key linkages in our network system are provided below:

MEO Community Services is aware of the limited resources available to address the numerous needs of the community. The limitations imposed by a recurrent lack of resources create gaps in services. Given these limitations, MEO does its best to make up for the difference between community needs and the programs we operate.

- Service Gaps/Referrals: Community services staff are thoroughly familiar with all of the private as well as public community social agencies. This facilitates referral so the greatest number of individuals and families in need can receive services not directly available from MEO.

- **Service Gaps/Partnerships:** The most common way to address the gaps in service delivery is to partner with social service agencies that address those areas in which we cannot offer adequate service or assistance. For example, when we are working to place an individual in a job and we encounter a barrier such as substance abuse, we refer and link our client with a specialized substance abuse assessment and counseling program before proceeding with the ISP that requires job placement as soon as possible. Also, to dispel the gaps in services when dealing with employment and training activities, staff coordinates closely with its WIA partners and other entities able to complement our efforts in assisting the client.
- **Geographic Gaps:** Individuals and families who live in remote area of the county represent an important gap constantly encountered by community services staff. While Central Maui, South Maui, and West Maui are within reach of our offices, the isolated areas of East Maui, Molokai, and Lanai present special barriers. Services are limited to these locations, even as we seek to provide similar programs.
- **Funding and Resources Gaps:** Like most social service entities, we seek funding continuously so we may continue to assist low-income individuals and families to secure and retain long-term employment.

MEO Early Childhood Service Head Start program works through its Policy Council and an annual community needs assessment to identify needs and provide linkages to services. MEO Head Start has been fortunate to receive funding to provide full-day early childhood education for working families, or for those attending school or training. The Federal government and Maui County provide funding. Maui County also provides funding for summer school, which is offered at five centers. A needs assessment conducted in the early spring of each year to determine the area of greatest need. During the school year the program serves 298 children and their families with an additional 300 plus on a waitlist. The summer program serves 120 children with 50 waitlisted.

The MEO Kamali'i Infant/toddler center was created to fill an identified gap (the time before children can attend preschool) to meet the needs of working families and those who attend school in Maui County. However, it was also identified that while there is a need, the high cost of care for infants and children prohibits low income families from participating. In response, the County of Maui provides funding to offer full and partial subsidy assistance to low income families.

MEO Transportation is funded by the County of Maui to fill gap needs services not provided by public transportation or the Paratransit system. MEO executive and management staff meet regularly with the county, and community agencies whose clients utilize service to ensure needs are being met. Geographical gaps exist in remote areas that are difficult to access to due road conditions and vehicle limitations. MEO and the County are working collaboratively to address this challenge.

With funding from the State, County and private donors (to include Alexander and Baldwin who donated five acres of land and sold MEO an additional five acres at a discounted rate), MEO broke ground for its new transportation facility located in central Maui to meet the needs of our growing community. Federal funds are being sought as well.

MEO assisted the County and State with securing a Federal One Call, One Click grant. With this funding, MEO will purchase a system to allow anyone needing transportation to call one number and they will be connected with the provider best able to meet their needs. In addition, MEO was awarded training and technical assistance grant through Easter Seals to bring providers, passengers, and community members together to identify transportation and accessibility needs in Maui County, create an action plan and work together to improve services and prevent duplication.

MEO Youth Services identified educational gaps and has a Memorandum of Agreement with Hui Malama Learning Center to help fill the gaps in services not reached through the normal Department of Education system. They provide testing, basic skills, essential skills, academic tutoring, and pre-General Education Diploma (GED) preparation.

Due to our diverse population, Youth Services staff identified cultural gaps. In an effort to connect youth with our host culture, staff collaborates with Queen Liliuokalani Children's Center and Alu Like making referrals and in shared program services which are beneficial to native Hawaiians. Hui No Ke Ola Pono, a Hawaiian resource agency, provides assistance for Youth Services members in the area of healthy eating lifestyles. Youth Services links with kupuna to learn Hawaiian history and culture. The Olowalu Cultural Reserve invites youth to their land to do hands-on activities and learn the Hawaiian ways. Without this, the youth, most of whom are native Hawaiian, would have a gap in their cultural understanding.

MEO BDC supports clients from the State of Hawaii Division of Vocational Rehabilitation and Workforce Development. Working closely with clients referred by the Hawaii Small Business Development Center Network, Maui Center (SBDC), MEO BDC will also refer clients to SBDC when appropriate.

When client's businesses have outgrown MEO BDC's services, they are referred to the major banks in Maui County, with whom MEO BDC has an excellent relationship and reputation.

Likewise, MEO BDC gets client referrals from banks when they are unable to meet the needs of clients with challenging credit histories or insufficient income to meet their criteria for traditional bank lending. Part of MEO BDC's mission is to help its clients become bankable.

Through needs assessment, it was identified that new business owners would benefit from a mentoring program such as a mentor network. As such, staff will work to identify successful business owners who are willing and able to mentor new entrepreneurs.

PARTNERSHIP LINKAGES

State Department of Human Services

The State agency provides funds that assist MEO with the delivery of energy credit and emergency assistance for low-income families.

State Department of Community Services

The State agency provides funds to MEO through its Rental Assistance Program to help homeless people find and remain in affordable housing.

County of Maui

The County of Maui provides funds that allow MEO to provide specialized transportation to the elderly, persons with disabilities, youth, and children. The County also supports MEO to provide extended classroom hours for Head Start children, summer preschool programs, rental and utility assistance for the homeless, and Enlace Hispano (Hispanic Link) acculturation services, Youth Services, and MEOBDC.

Community Action Partnership (CAP) Formally NACAA

Membership in the national organization allows MEO the ability to be informed of current events, advancement in management and operational skills, and the opportunity to network and build relationships with our peers. Through this education and training we receive from CAP, we are kept abreast of national and regional issues and concerns. The CEO, Board Chair, and other staff annually attend the CAP annual conference.

The Hawaii Community Action Program Directors Association (HCAPDA)

MEO is a member of HCAPDA along with three other community action agencies (Honolulu Community Action Program, Hawaii County Economic Opportunity Council, Kauai Economic Opportunity) in the State of Hawaii. The association discusses mutual concerns pertaining to programs/activities, funding sources, training, governmental relations, and community development initiatives. This year, MEO's CEO is the treasurer of the association.

Association of Farmworker Opportunity Program (AFOP)-

This organization advocates and supports the Seasonal and Migrant Farmworker grantees throughout the United States and Puerto Rico. Each state has a seat on the Board of Directors of this organization. The MEO CEO sits on the Board representing Hawaii.

Rocky Mountain High Coalition (RMHI)

This is a cooperative consortium of farm worker program providers in seventeen (17) mid-western and western states, affording MEO opportunities to network and collaborate on efforts to increase resources for migrant and seasonal farm workers throughout the region. The MEO CEO is the Treasurer of the board of directors.

Employment & Training Partners

In addition to these key linkages, successful employment, training, and placement for Hawai'i's low-income persons would not be possible without close coordination with:

- Hawaii Department of Labor and Industrial Relations (DLIR) through the Workforce Development Division which occupies the "lead role" in fulfilling Hawaii's WIA goal and objectives;
- The Maui County Local Workforce Investment Board, a County executive-level advisory body, through which MEO is formally represented. The MEO CEO is the current Vice Chair and the MEO chief programs officer is a member representing the Society for Human Resource Management.
- WIB Youth Council — MEO's Youth Services Director, Donna Borge, is a representative on the council.
- Alu Like, Inc., a non-profit Native Hawaiian Corporation, partially funded through the federal Office of Native American Programs and a source of employment and training opportunities.

The Theresa Hughes Foundation PIN Grant

This foundation provides grants to agencies that target specific populations and provide a wide variety of services. PIN provides small grants to MEO for emergency needs for the elderly (70 years plus), the mentally ill, children with medical needs/speech therapy, child abuse and/or neglected.

Hawaii Community Foundation

HCF funded a study to expand income opportunities utilizing current resources to expand programs and develop consistent and reliable revenue streams. HCF also provides funds for intergenerational, educational activities that bring families together in positive ways on all three islands.

The Maui Chamber of Commerce

MEO's membership in the Chamber allows access to a variety of private sector employers and on-the-job-training resources and opportunities. The Chamber's executive director formally served on the MEO Board of Directors. MEO's chief programs officer serves on the Business Education Committee.

The Maui Native Hawaiian Chamber of Commerce

It is essential that MEO participate and network with this organization, which represents a majority of MEO's client base in Maui County.

The Maui Homeless Alliance

The Maui Homeless Alliance is a coalition of agencies that advocates and raises concerns pertaining to Maui's homeless population. These range from housing, emergency and drop in shelters, outreach & referral, food, clothing, medical health, counseling, suicide/crisis counseling, child/spouse abuse support and education, personal hygiene, youth and infant care, mental illness, alcohol and drug treatment.

Ka Hale A Ke Ola Homeless Resource Center, The Salvation Army, Aloha House, Inc., Kokua Services, The Maui AIDS Foundation, Maui Family Support Services, State Office of Veterans Services, VA Veterans Center, Women Helping Women, Alternatives to Violence, Legal Aid Society of Hawaii-Maui Branch, The Community Health Clinic of Maui, Hui No Ke Olo Pono and The Maui Community Food Bank assist in providing these services. Other members include the State Department of Health, County of Maui and religious organizations.

Hale Mahaolu, Inc.

Hale Mahaolu is a community and housing development organization providing rental units and meals to the elderly, low-income, and disabled individuals and families. MEO provides transportation, out-reach and case management services to many residents of Hale Mahaolu's eight (8) housing projects on Maui, Lanai, and Molokai. Hale Mahaolu has assisted MEO with the construction of two (2) Head Start classrooms in the Luana Gardens phase II project. Also, we have a branch office located at their Hale Kupuna O Lanai Elderly housing complex. MEO previously received an ARRA Weatherization Assistance Program grant a large portion of which was utilized to install solar hot water heaters at Luana Gardens.

The Joint Advocacy Committee on Senior Affairs (JACOSA)

MEO's involvements with JACOSA allow us to participate in formulating, prioritizing, and advocating senior concerns and issues, which are addressed with county, state, and federal officials. We are very fortunate to work with executives from Hale Mahaolu, AARP, Maui Adult Day Care Center, Maui County Office on Aging, Hale Makua Health and Nursing Care, and senior participants.

The Hawaii Transportation Association (HTA)

Community Transportation Association of America (CTAA)

MEO's membership provides access to statewide and national transportation issues and to advocate for disadvantaged individuals and families especially the elderly, persons with disabilities, youth, and children. Transportation services being provided are vital and necessary to maintain client's daily and/or non-emergency needs. MEO's Transportation Director and Assistant Director regularly attend national and local conferences.

The Head Start Policy Council

MEO's involvement with the Policy Council allows parents to be empowered to represent their individual centers and the Head start program as a whole. The Policy Council is a decision-making body that approves all Head Start hiring, terminations, policies and procedure changes, planning and grant submissions. The Policy Council is responsible for conducting the self-assessment required on an annual basis. All of these activities teach leadership skills so that they can continue to advocate for their families and community. To be informed and to advocate for Head Start concerns, our members represent health and education related organizations: Child Welfare Services, Maui

County Correctional Center and Aloha House as well as 78% of the Council consisting of parents in the program.

The Harry and Jeanette Weinberg Foundation

This organization donated money to MEO to finish its MEO Family Center and BEST transitional housing facility and kitchen.

The Maui United Way

MEO is not a United Way-funded agency. However, that does not preclude our involvement with this vital and worthy agency that provides such essential funding to other human resource agencies. Lyn McNeff, MEO CEO is former member of their board and MEO staff contributes to their annual fundraising.

The State Disability, Communication, and Access Board- Maui County Commission on Persons with Disabilities

MEO staff attends meetings regularly to be informed on disability issues. This provides MEO opportunities to continuously advocate for services for people with disabilities. In partnership with these and other community agencies, MEO provides specialized transportation for people with disabilities to attend the annual special county fair in Wailuku during the last week of September.

'AKAKU (Maui Community Access Television)

The local community access television station is a place where MEO is able to produce programs and appear as a guest on other programs to advocate for our clients and promote MEO services.

Pacific Radio Group

This broadcast network hosts the Morning Breakfast show, a morning talk show that allows MEO monthly airtime to showcase its services.

MEO Board of Directors

The Board of Directors' three-sector structure (public, resident, private) provides an opportunity to network and increase awareness of concerns of those representing specific geographic, ethnic, and cultural groups.

Faith Based Organizations

Many churches assist low-income individuals and families by providing shelter, food, and clothing. MEO works very closely with a number of denominations providing assistance and supplies. MEO has also collaborated with Faith-Based organizations on Maui to provide support to inmates re-entering society from the Maui Community Correctional Center.

MEO has taken a leadership position in the collaboration and partnership with other agencies. Our CEO is committed to the consolidation of programs and services to maximize resources, by minimizing administrative costs to provide more funds for services to the community.

MEO's management believes that it is important that we cooperate, collaborate and coordinate with whatever organization or groups that are formed in the community.

Maui Non-Profit Directors Association

MEO hosts the monthly meeting for, and is a partner with, all other non-profit agencies on the island of Maui through this organization. MNPDA acts as the voice and the advocate for issues affecting the non-profit community and, ultimately, the population served in the County. Meetings are held with the mayor and county council members to discuss these issues. In addition, agency directors share information, find partners for common initiatives, and support each other to serve the community. As an advocate, the leadership of this association meets with state legislators and renders opinions regarding non-profit topics in the state. MEO CEO and CPO are members of the association.

Other public and private agencies MEO works with are: The Hawai'i Dept. of Health, State Health Planning and Development Agency, Dept of Veterans Affairs, State of Hawai'i Attorney General's Office, Maui Hispanic Health Coalition, Maui Community Mental Health, Public Health Nursing, County of Maui's Department of Housing and Human Concerns, Civil Defense, Maui County Office on Aging, Public Works, Finance, Parks and Recreation, Ka Hale A Ke Ola Homeless Resource Center, The Salvation Army, Aloha House Inc., Kokua Services, The Maui AIDS Foundation, Maui Family Support Services, 700 Club, Women Helping Women, Legal Aid Society of Hawai'i-Maui Branch, The Community Clinic of Maui, The Maui Community Food Bank, AARP, Hale Makua Health and Nursing Care, The Community Transportation Association of America (CTAA), The Maui Early Childhood Resource Coalition, The Healthy Mothers, Healthy Babies Coalition, Rotary International, Punana Leo Hawaiian Immersion' Program, Imua Family Services, Hana Health Committee, Maui Electric Company, the State Department of Public Safety, the Hawaii Paroling Authority, Maui Intake Services Center-Maui Office, the Maui Community Correctional Center, the Second Circuit Judiciary, and the Adult Services Division of the Second Circuit Judiciary.

WIA - One-Stop Partners

MEO collaborates with the State's Workforce Development Division (WorkSource Maui) in Wailuku as a partner in the Workforce Investment Act One-Stop delivery system. The purpose of the one-stop system is to provide universal access to employment and training opportunities through one full service center to the local labor market. MEO's participation includes assigning a case manager to the WorkSource Maui office, once a week. There, our case manager reviews job listings, reviews tutorial programs available for the public, provides customer assistance to anyone who might walk-in, and provides other general support and information to WorkSource staff case workers. MEO staff arranges to meet their clients at the WorkSource office to show them what resources are available, helps clients to use the programs and services, and provide interpretation if there is a language or understanding barrier. MEO's CEO is the vice chair and the CPO is a Board member of the Maui County Workforce Investment Board (WIB).

E. COORDINATED WITH OTHER PUBLIC AND PRIVATE RESOURCES

MEO uses the majority of its CSBG funding to cover basic administrative and departmental expenses ensuring essential services are provided to the disadvantaged throughout Maui County. MEO is able to leverage CSBG funding to increase our capacity to achieve the results we need to serve the community. On a quarterly and annual basis, financial reports are provided to the Department of Labor and Industrial Relations-Office of Community Services substantiating this leveraging affect.

Ninety seven percent (97%) of MEO's total annual budget consists of non-CSBG dollars. The amount of in-kind contributions generated annually is \$550,000. The total number of recorded volunteer hours provided to MEO amounts to nearly 5,500 hours. These are only the hours and dollar amounts MEO is required to record for bookkeeping purposes. Anecdotally, MEO believes the volunteer and in-kind amounts to be at least double these amounts. Within MEO's service area, there are two governmental jurisdictions: the County of Maui and the State of Hawaii. Both of these jurisdictions provide funding to MEO through grants and contracts. CSBG funding allows more of these funds to go toward direct services.

Examples of MEO leveraging of CSBG funds are:

Head Start

- Federal — Serves 298 children and families until 12:00 noon
- County of Maui Afterschool
- County of Maui — Summer Maui
- County of Maui — Summer Molokai
- Hawaii Children's Trust Fund — Ohana Day

Transportation

- County of Maui provides nearly 95% of department's budget
- Private sources account for nearly 5%

BEST, Enlace Hispano, and Youth Services

- County of Maui
- Private foundations and donations

Emergency Food Fund- Molokai

- Private donation

Rental Assistance

- County of Maui
- State of Hawaii

Employment Core for Low Income, LIHEAP, SCSEP, TEFAP, WAP,

- State of Hawaii-Federal pass-through

MEO BDC

- County of Maui
- Financial Institutions
- USDA
- Office of Hawaiian Affairs
- Private donors

MEO Senior Citizen Planning and Coordinating Council

- Volunteer-CSBG

National Farmworker Jobs Program

- Federal

Senior Legal Services

- Volunteer-CSBG

Senior Scoop

- Private foundation

Theresa Hughes-People In Need

- Private foundation

Youth Services AmeriCorps

- State of Hawaii-Federal pass through
- Host site employer match
- Private foundations

MEO Housing and Property Development

CSBG funds assisted MEO with leveraging funding from the State, County and private donors for housing and property development.

- BEST House, providing on-site residential and training opportunities that emphasizes work, learning, career and skills building for its residents; and,
- Ke Kahua Agricultural Project, an agricultural and residential project for incarcerated men who will cultivate native plants, fruits and vegetables to generate income to make the program self-sustaining.

F. PLANNED INNOVATIVE COMMUNITY AND NEIGHBORHOOD-BASED INITIATIVES

1. Head Start Employment Training Program

The economic trend regarding the need for job training for increased skills to generate employment was the compelling factor to recommending this goal. Parents that are unemployed need to obtain skills to become marketable. Without these skills, parents may not obtain a good paying job and will continue dependency on social service benefits. These benefits are in question due to funding cuts and possible society influenced decisions.

- Collaborate with local professionals to provide customized training
- Secure partnerships to create on the job training opportunities with First to Work, Community School for Adults, UHMC Employment Services, and other MEO programs
- Provide entry level and job preparation skills training for parents
- Create and implement a parent job training program
- Obtain funding to provide job training stipend

2. Community Work Initiative

Implement a Community Work Initiative to eliminate traffic fine barriers for clients in need. Many incarcerated clients do not have the financial means to pay off fines, resulting in inability to obtain documents needed for most types of employment. Implementing this program will allow clients to work-off monetary fines, thereby eliminating barriers.

- Educate judicial system on the barrier that unpaid fines create
- Work with Judiciary, Maui Community Correctional Center and other stakeholders to develop the program
- Work with the Maui non-profit directors association and the County of Maui to identify projects for completion
- Implement program to allow clients to perform community service projects work off monetary fines

KAUAI ECONOMIC OPPORTUNITY, INCORPORATED

Community Action Plan Fiscal Year 2012

A. Community Needs Assessment:

Introduction:

The County of Kauaʻi, commonly known as the Garden Island, is composed of two populated islands. The island of Kauaʻi has a land area of 552.3 square miles, with 113 miles of coastline including 52 miles of sandy beaches. It is the fourth largest island in the state. Less than 20 miles away is the privately-owned island of Niʻihau with 69.5 square miles (44,480 acres) and 90 miles of coastline. According to the 2010 U.S. Census Kauaʻi has a resident population of 67,091 as of 2010, up from 58,463 in April 2000, an increase of 14.8% (compared to a 12.3% increase for the state of Hawaiʻi.) Kauaʻi has a 4.9% share of the state's 1,360,301 total population. There are 23,240 households, the average size of each household is 2.84 people and of those 7.5% of households are considered to be “crowded” (an average of more than 1 person per room).

8.8% of Kauai County residents live in poverty. The poverty rate is one measure of how well Kauaʻi residents are doing. The poverty rate shows the percent of residents whose household income is less than the estimated poverty level for the island. Since 2007, the number of Kauaians living below the poverty level increased by over 1,000, from 5,632 to 6,672, and the poverty rate rose from 9% to 10.4% in 2009. The poverty level for a family of four on Kauaʻi rose from \$23,750 in 2005 to \$25,360 in 2009. The number of Kauaʻi children living in poverty-level households increased from 1,758 in 2007 to 1,957 in 2009, as the percent of children in poverty increased from 12.5% to 13.5% in 2009.

The composition of Kauaʻi's job base is one measure of how well residents of Kauai are doing in their work life. Unemployment is one measure of how well Kauaʻi's job market is meeting the needs of local workers. The State provides statistics on the number and rate of unemployment as a basis for assessing the health of the island labor market. The number of unemployed more than tripled since 2007, increasing from 850 to 2,780 in 2010. The unemployment rate climbed from 2.5% in 2007 to 9.3% in 2009, before easing back to 8.7% in 2010. At the same time, the number of jobs decreased by 3,550, while the local labor force decreased by 1,330 due to falling participation rates. The official unemployment index, based on a monthly survey of sample households, counts only people who reported looking for work in the past four weeks. It doesn't account for part-time workers who want to work more hours but cannot, due to the tight job market, nor does it include those who have given up trying to find work. The Kauaʻi Workforce Development Division estimates the unemployment number is likely at least 2% higher and possibly considerably more when taking into account the number of people whose benefits expired before they found a job or who were not eligible for unemployment benefits at all. The unemployment for 2011 was 8.3%

A 2008 study by Pennsylvania State University estimated the cost of living for low-wage families in each county in the country and provided a Living Wage Calculator online. For Kauaʻi, the following table shows calculations for the wages needed to meet minimum standards of living, taking into account the island’s geographic differences in costs and conditions. This has been termed a “living wage” for Kauaʻi. The figure for Kauaʻi’s average wage was provided in 2009 by the State of Hawaiʻi Department of Labor Workforce Development Division, Kauaʻi office. (See Below)

Household Size	Kauai Living Wage	Hawaii Living Wage	Kauai Average Wage	Average Wage as % of Living Wage
1 Adult	\$9.82	\$5.04	\$17.00	173%
1 Adult, 1 Child	\$17.92	\$6.68	\$17.00	95%
2 Adults	\$13.98	\$6.49	\$17.00	95%
2 Adults, 1 Child	\$22.08	\$7.81	\$17.00	77%
2 Adults, 2 Children	\$27.74	\$9.83	\$17.00	61%

Consumer prices on groceries are rising at a rapid pace. The Garden Island newspaper reported that 35 grocery items purchased at a Lihuʻe supermarket in October 2010 cost \$155.07. The same items purchased at the same store in April 2011 cost \$182.80, representing an 18% increase in six months.

According to analysis by *Dr. Leroy O. Laney, Economic Advisor to First Hawaiian Bank and Professor of Economics and Finance, Hawaii, Kauai’s* economy, led by strong tourism gains, is demonstrating a somewhat more upbeat trend than other Neighbor Island counties. Its spirit of measured optimism prevails despite the very slow pace of recovery nowadays in Hawaii and practically everywhere else. In addition to tourism, the island benefits from the strong, stable presence of the Pacific Missile Range Facility, one of Kauai’s largest employers, and the diversification of its agriculture sector into seed corn and coffee. Kauai and all the rest of Hawaii’s counties are still below their pre-recession year 2007 peaks for most economic variables, however. And given the slowness of the recovery, it may be a year or two before those pre-recession levels are finally attained.

According to the U.S. Census American Community Survey 5 year Estimates, in 2006-2010, 8.3% of people 25 years and over had at least graduated from high school and 22.7% had a bachelor's degree or higher. 11.8% were dropouts; they were not enrolled in school and had not graduated from high school. The total annual school enrollment in Kauaʻi County was 14,655 in 2006-2010. Preschool and kindergarten enrollment was 1,562 and elementary or high school enrollment was 10,422 children. College or graduate school enrollment was 2,671.

The extent of medical insurance coverage is one measure of how well residents are protected. The State Department of Health provides statistics on medical coverage as part of its annual Health Survey. The number of uninsured residents rose sharply from 3,743 in 2008 to 4,776 in 2009. The percent of uninsured on Kauaʻi climbed from 6.0% in 2008 to 7.5% in 2009. The percent without medical insurance coverage remains higher on Kauaʻi than the statewide average

of 4.8%. This represents a ratio of 1.56, which is up from 1.3 in 2008. NOTE: The Department of Health has not released 2010 figures at this time.

Kauai Economic Opportunity, Inc. is committed to helping the disadvantaged, whose income is at or below the State of Hawaii poverty level. KEO is committed to helping people in poverty and assisting them in achieving sustainable levels of social and economic self-sufficiency.

The FY 2012 *Action Plan* is primarily based on **Family Needs Assessment** done on selected KEO clients during Fiscal Year 2011. Conduct of a Family Needs Assessment (**FNA**) affords a special opportunity for KEO to undertake a survey of the poverty population of Kauai including an assessment of their needs. The process includes participation of KEO *low-income* and *disadvantaged* clientele in assessing the needs in programs they participate in. We use the collected data and information to establish program priorities, which provides KEO the opportunity to decide and develop the project that adequately addresses the needs of economically disadvantaged and low-income individuals and families.

Methodology:

Part of the Needs Assessment process involves conducting interviews of agency clients by the Intake Worker. These assessments are focused on collecting information in 10 areas of interests that includes: [1] Food, [2] Housing, [3] Utilities, [4] Emergency Assistance, [5] Medical, [6] Dental, [7] Employment, [8] Childcare, [9] Financial, and [10] Clothing. Individual responses to questions are recorded directly on the questionnaires. For questions 1-10, a “check sign” indicates that there is a client’s need for the service. Questions 8-9, which refers to financial and emergency needs, are asked to determine the kind and type of assistance the clients need. Questions, in which some clients may choose not to respond at all, are left blank.

The results are as follows as a result of the assessment process from among 4,400 clients in the KEO database belonging to the active “poverty level” category.

Limitations:

Factors possibly affecting the accuracy of the survey:

1. Not all clients are listed in the agency database. Some clients only picked emergency food, participated in mediation sessions as required in small claims court or are referred to other agencies because of insufficient resources at the time they needed assistance.
2. Homeless clients, who are the most needy among KEO’s clientele, were largely underrepresented in the survey as they complete a HMIS Intake which is entered into the agency database but often the FNA is incomplete or information provided is inaccurate.
3. The survey was confined to clients who sought services from KEO. The agency was not able to gather information from the multitude of poverty stricken Kauai residents that are below the 150% poverty threshold not served by KEO.

Results:

The most recent CSBG Information Survey (IS) disclosed a multi-racial and multi-ethnic composition of the county's population. These findings explain findings that many households are made up of not only family members, but also persons of various ethnic orientations and racial origins. The racial compositions were those who identified themselves as predominantly Caucasians, Asians, and Hawaiians/Part-Hawaiians.

The survey also indicates that a majority of KEO clients, live in rented homes with relatives, acquaintances or friends, beside their own family members. Families accept these housing arrangements not out of desire but out of compulsion due to economic difficulties. With the high cost of rentals on Kauai, and considering the meager incomes they earn, KEO clients can ill afford the high cost of rental homes. This explains why they resort to having other people live with them to help pay for part of the rental cost. The prevailing situation on Kauai, in which limited affordable apartment complexes are available for rental purposes, further add to the already complicated housing situation.

As mentioned earlier, most clients rent their homes. The survey reveals that 35% of clients have *housing* and *housing-related* issues as a major area of concern. Affordable housing is a top priority need among clients is because of the tight rental market situation on Kauai. Lower mortgage rates pushes rental rates up and business oriented persons take advantage of this situation and the booming housing market, to withdraw their rental units from the market to sell them at enormous profits. Homeowners, on the other hand, resort to converting many homes into vacation units to get a share of the gargantuan fees island visitors have to pay for local accommodations. Building new homes on Kauai is a rarity at this time due to the high cost of construction. The cost of new homes are so high and prohibitive that makes procuring a home an objective only the affluent can afford and far beyond the means of low-income persons and poverty stricken families to reach. Most KEO clients earn an average income of less than \$20,000 a year, which makes paying an average monthly rental of \$1,300-\$1,400 a definite incapability. Finances are of great concern to those assessed ranging from paying rents and security deposits to utility payments. Housing related situations affected 37% of the total clients surveyed and it was all traced to emergency concerns. Power shut-off and eviction due to inability to pay for utilities, rent, or security deposits turned up to be another great concern among clients.

Twenty-seven percent (27%) of those surveyed expressed the need for employment or supplementary employment to complement current family incomes. Many of the publicly advertised positions are either entry-level positions or positions requiring certain levels of academic achievements that KEO clients do not possess. Very often, the entry-level jobs turn out to be casual part-time positions that do not pay well enough. Existing labor policies in Hawaii do not require employers to provide benefits to casual part-time employees and these agencies gain great monetary advantages from these exclusionary provisions of the law. Most of available full time jobs in the market are low-paying service jobs offered by the hospitality and visitor industry. The effects of "**part-time**" and "**low pay**" factors upon poverty-level wage earners including the highly motivated persons, makes getting out of poverty situation an extremely difficult objective to attain. For this reason, many takes to working two, three, or even four part-time jobs in order to earn enough income to make both ends meet.

Thirty-five percent (35%) of KEO clients claim that they are not covered by medical insurance. These findings mean that most are covered by medical insurance but inability to find affordable medical, dental, and prescription drug services is a problem. Medicare, Medicaid, and Quest do not provide dental care coverages except for extractions or cases under dire medical emergencies.

The twenty three percent (23%) represents client applications for dental care services ranging from basic services to procurement of dentures that this agency usually receives. There is a felt need to address dental problems and concerns promptly as they can affect a person's health and nutritional well being and in some ways, the jobless clientele's desire and ability to look for employment opportunities. The percentage of clients expressing the need for dental care increased by 6%, indicating reduction of dental care benefits due to employment, dental care providers are referring more elderly to KEO or in general dental health care is of greater concern to the population that we serve.

Many of the respondents expressed the need for training in financial management, particularly in the area of family budgeting. Several of them indicate the need for greater skills in stress management including broader knowledge in better handling personal and family problems.

Summary of Priorities:

Housing:

On top of KEO clientele's priority needs are **Housing**. Unfortunately, affordable housing on Kauai is in short supply, which explains the predominance of *homeless persons* and *multi-family household occupancy* on the island. It is not unusual to see 2-4 families on Kauai living under one roof. While staying in county parks is being tolerated by the government to a certain degree for homeless persons, Kauai County regulations limit their stay to just 60 days a year. The County started enforcing the policy in October 2003 with the issuance of citations to violators by the police. Homeless people who were once reliant on the park system for their homes are now spread out all over the island and can be found living in their cars, roadsides, and public parking lots. KEO's Mana'olana Homeless Emergency Shelter offers homeless individuals and families an alternative by allowing up to 19 individuals per night free shelter for up to 42 nights per 12 month period. During their stay at Mana'olana clients are assessed and encouraged to participate in case management to pursue transitional housing and affordable housing applications. KEO recognizing the homeless and housing crisis on the island is operating 20 transitional housing units, 4 permanent housing units and will add two more 3-bedroom units as transitional housing for large homeless families. Transitional housing clients are provided shelter for up to 24 months while they are building their financial and rental housing capacity towards permanent rental housing.

Financial:

Next on the priority list is **financial** concerns. Most of the clientele's emergency financial needs pertain to costs of rents, security deposits, and utilities including costs of affordable housing, if available. Sound economic policy prescribes that housing cost do not exceed one-third (1/3) of the household income. Great demands for housing have catapulted prices to sky-high levels that most families are left with no choice but spend more than half their earnings for housing alone. The sky-rocketing cost of rent and utilities, combined with the almost daily increase in prices of gas and oil products synergistically interact to heighten the worsening economic sufferings of the disadvantaged and low-income persons and families. Electric rates, like gasoline prices on Kauai, are among the highest in the country. The minimal use of electricity for a family of four can mean a \$275 monthly utility bill.

Prioritization of expenses for housing, food, health, transportation, clothing, and other essential needs is strongly influenced by the level of **household income** and **cost of living**. When *cost of living is high* and *household income* is low, prioritization of household expenses becomes extremely difficult and a complicated task to perform.

Employment:

Notwithstanding the latest statistical data that shows increasing availability of jobs on Kauai, many believe that **Employment** issues will continue to dominate the lives of the poor and low-income individuals. Business reports allege that it is becoming increasingly difficult to find qualified applicants to fill high-skills jobs. However, available statistical data shows that job applications exceed openings by more than 2 to 1 which simply mean that most applicants for jobs fail to meet the stringent qualification requirements imposed by employers. It is also an indication that many applicants lack the skills, knowledge, and abilities needed to secure high-skills jobs. Kauai has a higher percentage of "involuntary part-time workers" and "multiple-job holders" than the *national* or *state* average which may be why full-time employment needs remain high.

Food & Nutrition:

Food and **Nutrition** remains to be significant issues gauging from the number of people needing free food to supplement what they can afford to buy out of their meager incomes. Due to income limitations, families on Kauai actively seek for inexpensive food and continue to rely on free foodstuff they can obtain to provide food and nutrition to their families. This is evident from the increasing number of applicants and participants in ongoing free food-distribution programs of KEO and other agencies. 31% of KEO clients expressed the need for food.

Dental:

The presence of numerous **Dental** issues and concerns affecting many low-income persons on Kauai underscores the need for providing a variety of services including financial assistance to them. Services such as insurance coverage as well as other essential and affordable services should be accessible and made available to disadvantaged and low-income persons that require regular dental services in the community. Those highly vulnerable to dental problems that need

these services are persons between the ages of 18 and 50. Insurance coverage may include only tooth extractions but not for dentures, and other dental corrective procedures. Assistance, in any available manner, should be provided because low-income people can not afford to pay the high cost of dental care services that are not covered by insurance.

Priorities of *client needs* based on the **Community Needs Assessment Survey** are:

1. *Housing*
2. *Emergency Needs*
3. *Financial Needs*
4. *Employment*
5. *Food & Nutrition*
6. *Dental*
7. *Medical*

B. Description of Services:

Kauai Economic opportunity, Inc.(KEO) is a Community Action Agency(CAA) that has been providing a variety of services to the low-income and under-privileged individuals including the youth and the elderly on Kauai in the last 47 years. Information about community services that KEO provides are widely disseminated in the entire community through concerted efforts made possible by the employment of media, volunteer, and outreach worker's services, as well as coordination and cooperation with partnering community and faith-based organizations. Information concerning programs and projects in which new participants may be eligible, and those in which current clients can participate, other than the program they are currently involved in, are offered directly by KEO to clients.

People needing *direct* or *referral* services from KEO are routinely seen by an intake worker who gathers information and documentation to determine eligibility. Much of the information is entered into a Central Intake System (CIS) database. This database makes case management a synergistic process that makes "*cross-program client management*" more comprehensive, convenient, and efficient. The system also helps in keeping track of important client demographics and the reporting process, more convenient. The intake staff refers clients to appropriate programs of KEO or to other organizations where assistance is available. A certificate of eligibility together with services needed to accomplish goals is provided by KEO or by the organization to which referral is made. Follow up is done to assess development and determine results periodically.

Intake Service Delivery System:

1. Processing a client through intake involves the following steps:

- Making an appointment with the Intake Worker (emergencies take priority)
- Clients, who, for some reasons, are unable to come to the office, an appointment is made to meet with them at their residence, hospital, park, or other locations.
- The Intake Worker assesses the client's primary needs.

Intake Application Process:

1. Documents required to determine eligibility are:

- Income verification for the last 3 months
- Birth verification of all household members
- Picture identification of the applicant
- Other program required documents, ie. Rent or lease agreement, electric bill for the Weatherization Program

2. The Intake Worker and the client complete the application packet, including:

- KEO generic application of demographic information, income, services being requested, signed by both the client and Intake Worker
- Consent for Release Information
- Immediate Needs Assessment
- Notice of Understanding
- Contact Summary
- Certificates
- Family Needs Assessment

When the application packet is completed, the Intake Worker informs the client of KEO programs in which they may qualify to participate that can be of assistance to them. The Intake Worker then:

1. Makes referral to appropriate program that addresses client's needs.

- Referral Form (1 original & 2 copies)
- The original and one copy are forwarded to the appropriate program to address the need and to generate the delivery of services
- The KEO Program Director or Coordinator or outside agency staff returns one copy of the referral form to the Intake Worker indicating the scope of services delivered and the status of the client
- The Intake Worker follows up with the program staff if there is no confirmation that the client has received services within two weeks

2. Enters client information into the client care database system, and

3. Documents are submitted to the Fiscal Office to file into the KEO Central File System.

Kauai Economic opportunity, Inc.'s current programs include:

- **ADAD and SIG After School Program** provides 7th and 8th graders at Chiefess Kamakahalei and Kapaa Middle Schools with supervision, tutoring, drug abuse prevention education and other activities, social skills development and team development.
- **Community Housing Development Organization (CHDO):** As a CHDO designated agency, KEO assists other agencies and partners in developing housing for low and moderate-income population.
- **Early Learning Centers** provides a comprehensive early childhood program for eligible participants. Two centers are located at Lihue and Kalaheo.
- **Elderly Nutrition Congregate Program** provides hot lunches and conduct nutrition classes at neighborhood centers. Meal sites are located at various neighborhood centers throughout Kauai.
- **Emergency Electric Assistance Program** provides a one time electric assistance for past due bill or urgent notice.
- **Emergency Food Pantry** provides emergency food to low-income families or individuals.
- **Energy or Weatherization Assistance Program** provides energy saving education including the installation of energy saving devices such as solar heaters, compact fluorescent light bulbs, refrigerators, etc. at no cost to eligible households.
- **Food Services** – The KEO kitchen provides USDA approved meal services for KEO programs such as the Elderly Nutrition, Early Learning Centers, and other private vendors.
- **Group Homes** Pa'a Hana in Kapaa is a residential homes for homeless adults with physical challenges.
- **Homebound Meal Program** provides meal delivery services to eligible home-bound elderly. Meal delivery is also available to private participants for a fee.
- **Homeless Emergency Shelter** known as Mana'olana provides overnight shelter for homeless individuals or families to stabilize and offer them a safe place to reassess and take control of their living situation.
- **Homeless Outreach Program** provides assistance by addressing emergency and basic survival needs such as food, clothing, medical services, housing and financial assistance to the "Care-A-Van" project, a mobile unit providing on-site services where homeless people congregate.
- **Homeless Prevention Rapid Re-Housing Program** which will soon known in the next fiscal year as Emergency Solutions assists homeless and at-risk individuals in obtaining and maintaining permanent rental housing with temporary financial assistance with rent and/or security deposit.
- **Homeless Shelter Program** provides transitional housing for homeless individuals and families for up to 24 months and assistance towards permanent housing by addressing obstacles which prevent homeless persons from obtaining and retaining permanent housing through a coordinated effort of health, housing, financial and social services.
- **LiHeap** is an energy crisis intervention program that provides a one-time energy credit to eligible low-income families with utility bill problems.

- **Mediation Program** provides conflict resolution services to assist participants through a process of solving disagreements. It also provides referral services and information about legal services available in the community. A Peer Mediation provides training in conflict resolution for middle school age children.
- **Persons-In-Need Program** provides a one time or temporary financial assistance to individuals who meet the funding criteria:
 1. **Hopper Funds** provides assistance for elderly persons 65 year or older who are financially needy.
 2. **Margaret Cargill Fund** provides assistance for elderly persons age 60 to 64 years old who are financially needy.
 3. **Teresa F, Hughes Family Trust Estate** provides assistance to abused or adults 70 years or older who are physically or mentally ill.
- **Shelter Plus Care** provides rental housing subsidy and support services for chronically homeless individuals with chronic substance abuse.
- **United Way Loan** assists individuals and families with loans for security deposit to obtain or retain rental homes.

C. Description of Specific Linkages will be Maintained or Established to Fill Identified Gaps in Services:

Numerous *gaps in services* to low-income individuals as well as families exist on Kauai. These gaps are identified as follows:

Legal Assistance - Clients requiring legal assistance services that are beyond KEO Mediation Program's capacity to provide, are referred to the Legal Aid Society. Most of the required services are those dealing with bankruptcy, repossessions, divorce, and foreclosures.

Domestic Violence continues to be a predominant and highly disturbing family issue and concern among families on Kauai. Domestic violence often result to separation of couples, break-up of families, and in few instances, incarceration of wage earners leaving families to suffer from the brunt and *harsh realities of economic insecurity*. Parents and children, who leave homes in their efforts to escape from the aftermath of a violent environment not only lose family incomes but also their homes, which brings them closer to the brink of homelessness

Mediation efforts should be directed towards preventing misunderstandings through education of families on appropriate ways and effective means to resolve family conflicts. YWCA of Kauai provides assistance by working with victims of domestic violence and their families after each occurrence.

Education and Job Training – Providing education and training to the jobless and low-income persons will help people find badly needed jobs. Having adequate job education and training equips the unemployed with skills to find jobs and assist the underemployed improve their chances to look for better-paying jobs.

KEO's after-school program for middle school youth is focused on educating youth in "***Life Skills***" and preventing the development of "***Risky Behaviors***". The early learning centers at Kalaheo and Lihue work to prepare preschoolers, in their early years, to become academically ready and successful in their subsequent quest for educational excellence.

Housing – This is an important issue that affects most of the low-income population of Kauai. There is an alarming shortage of affordable housing on Kauai and people are forced to live in overcrowded households in groups of 2 or 4 families. Homeless persons and families are forced to live in parks until they can find affordable homes to rent. However, the effort to find low-cost rental homes oftentimes takes months before it is realized. KEO has a transitional housing program that can assist nine families at a time. Despite the program's modest offer of help to the needy, many homeless people on the island of Kauai remain badly in need of housing assistance. Unfortunately, KEO lacks the capacity, at this time, to serve every person on Kauai needing housing assistance. To further complicate the situation, the affluent, who own rental homes take advantage of the prevailing high real estate prices to sell their units or convert them into higher-yielding vacation rental homes for visitors from outside the state.

Access to Telephone and other Communication Equipments – Unemployed persons looking for work who do not have access to telephone facilities are denied the opportunity *to inform* or *be informed* by employers regarding job application *dispositions* and *decisions*. Communications equipment is a vital tool that promotes and enhances ones capability to communicate most accurately and effectively to employers and job applicants alike. Not having these communication tools is definitely a barrier to employment opportunity.

Food Sustainability – Each month, KEO helps feed over 600 individuals through the ***Emergency Food Pantry***, and ***Meals-on-Wheels Programs***. Organizations in the community such as the Food Bank and other Community and Faith-based agencies are also doing their share to fulfill these needs. However, the issue of food sustainability which we lack at this time must be realistically addressed. Establishment and development of ***Community Gardens*** in Kauai is one solution that could contribute to the sustainability of the Food Program. This program provides residents as well as the homeless persons the land and education they need to be able to grow food that the family needs. This will also help residents improve their nutrition, stretch their food dollars, and reduce their dependence on **USDA** and **Food Pantry** food distribution services. Kauai experienced serious disruption of the flow of commercial food distribution during Hurricane Iniki and **Community Gardens** could be a solution towards that end in times of contingencies. The loss of the Temporary Emergency Food Assistance Program (TEFAP) has greatly affected our low-income and elderly clients who are in need of food assistance. Although KEO is able to obtain a small allocation each month (2 cases of each product), the Hawaii Food Bank who is contracted to receive the foods is not able to provide it in the quantity and consistency as in the past when were able to provide food for approximately 600 households.

Kauai Youth, especially those at middle school and high school are greatly underserved, vulnerable, and at-risk for alcohol, tobacco, and other drugs while left unsupervised from 1:40 PM, the time when school lets out for the day until 6:00 PM, before their parents return home from work. At this time, when supervision is lacking, youth are at great risk to peer pressures and influences to use alcohol, tobacco and other drugs. Most teenage pregnancies take place during

this unsupervised after-school hours of the day. KEO currently implement after school programs at Chiefess Kamakahelei Middle School and Kapaa Middle School for 6th to 8th graders. If funded, Life Skills Training and Mentoring will be provided to students and parents.

Affordable Child Care – The lack of adequate child care services on Kauai that are affordable acts as a barrier for unemployed or low-income parents to: [1] seek for employment, [2] go to school to pursue careers to improve their chances of obtaining good jobs, [3] or get employment in better paying jobs. Joblessness and inadequate family income are the most common reasons why parents can ill afford the high cost of child care. The child care cost can be nearly as much as the take home pays some people receive. One solution to the problem would be the grant of scholarship to low-income families.

KEO currently operates two early learning centers at two different locations. Both centers have been in operation for several decades and hold enviable track records worthy of praise and emulation. The extraordinarily good accomplishments of the two centers have left indelible imprints that KEO and the community can be proud of. There are other programs across the island that provide childcare services but affordability remains to be a problem. Additionally, the need for affordable child care services is expected to rise in the future considering the funding cuts that threatens *Head Start Projects* on the island.

Homeless - The number of Kaua'i residents who are homeless (at least temporarily) is one measure of how well our poorest residents are coping. Kaua'i Economic Opportunity, Inc. (KEO) provides statistics on the number of homeless people based on counts of those registered each year with their Care-A-Van staff. The State of Hawai'i coordinates a point-in-time (PIT) count to provide a reliable accounting of persons and families who were experiencing homelessness during the day of the count. These counts are now done on an annual basis. As reported by KEO, the number of homeless individuals peaked at 966 in 2007 and then fell back to 704 in 2010. In 2010, this represents 1.1% of all Kaua'i residents. The decrease is partly due to an increase in the number of temporary and transitional housing opportunities developed by KEO but it cannot keep up those in need. These figures do not include the hidden homeless (living with friends or family) nor those who did not register with Care-A-Van staff. The point-in-time counts have fluctuated, with a high of 336 in 2003, a low of 205 in 2009 and rising again to 273 in 2010. All but 60 of these (213 or 78%) in 2010 were unsheltered, i.e., not staying in temporary or transitional housing. KEO is continuing to strive and expand housing opportunities for homeless by securing additional properties.

Parenting Skills – This is a deficiency common found among Kauai parents that needs to be addressed appropriately and expeditiously. There is a great need for parents to develop good interpersonal relations through education because it is vital for “good and trusting relationship” between each other in the family, most especially between “*parents and children*” to be developed. Good “*interpersonal relations*” should be developed and allowed to play its vital role in every home. This *delicate relationship* should first develop and flourish in a home before efforts to establish it outside the family is attempted. Providing parents with needed knowledge and skills that empowers them to perform specific roles as parent will establish a family of highly motivated adults and children. Parents needing parenting skills classes are referred to Child and Family Services and other agencies for assistance.

Reliable Transportation – This is a very common concern among *job seekers* as well as *people with new jobs* who don't own vehicles. While Kauai maintains a public bus service and both routes and hours have expanded there are still some areas on the island not being served. Sometimes there is a full hour between stops that causes undue travel delays. Some areas located off the main highways are not serviced by the facility on a regular basis leaving a considerable number of people, not benefiting from the only public transportation on Kauai. The last Dept of Transportation survey also indicates that there are disabled and low-income persons who have difficulty services

D. DESCRIPTION OF HOW CSBG FUNDS WILL BE COORDINATED WITH OTHER PUBLIC AND PRIVATE RESOURCES

Kaua'i Economic Opportunity, Inc. currently works with many organizations to provide clients with a full spectrum of service. These agencies include:

Agency	Provide Information	Referrals	MOA
County of Kaua'i: County Attorney, Family Support Division	Yes Yes	Yes Yes	
County of Kaua'i: Housing Agency:	Yes	Yes	Yes
County of Kaua'i: Mayor's Office Information and Complaint	Yes	Yes	
County of Kaua'i: Agency on Aging	Yes	Yes	Yes
County of Kaua'i: Prosecuting Attorney	Yes	Yes	Yes
State of Hawai'i: Courts: Adult Probation Children's Advocacy Center Counseling and Probation Division Family Court Family Services Fifth Circuit Fifth District	 Yes Yes Yes Yes Yes Yes	 Yes Yes Yes Yes Yes Yes Yes Yes	
State of Hawai'i: Department of Business, Economic Development and Tourism Housing and Community Development Corporation of Hawaii	 Yes Yes		Yes
State of Hawai'i: Department of Commerce and Consumer Affairs Consumer Protection Office Regulated Industries Complaints Office	 Yes Yes Yes	 Yes Yes Yes	Yes
State of Hawai'i: Administration Adult Education Guidance of Health Special Services Special Education	 Yes Yes Yes Yes	 Yes Yes Yes Yes	Yes Yes
State of Hawai'i:			

Department of Health	Yes		Yes
Administration	Yes	Yes	
Alcohol Drug Abuse Division	Yes	Yes	Yes
Children with Special Health Needs	Yes	Yes	
Commission of Persons with Disabilities		Yes	
Community Services for the Developmentally Disabled			
Developmental Disabilities Council	Yes	Yes	
Health Promotion and Education	Yes	Yes	
Kaua`i Community Mental Health Center	Yes	Yes	
Adult Clinic	Yes	Yes	
Children's Team	Yes	Yes	
Maternal and Child Health Branch	Yes	Yes	
Nutrition Branch	Yes	Yes	
Public Health Nursing Services	Yes	Yes	
Elderly Health Maintenance Program	Yes	Yes	
Tuberculosis Clinic	Yes	Yes	
Women Infant Child Program	Yes	Yes	
State of Hawai`i:			
Department of Human Resources	Yes	Yes	
Benefit Employment and Support Services Division	Yes	Yes	
Central/West Child Welfare Services Unit	Yes	Yes	
East Child Welfare Services Unit	Yes	Yes	
Family and Adult Series	Yes	Yes	
Intake/Crisis/Investigative Unit	Yes	Yes	
Med-Quest Division	Yes	Yes	
Social Services Unit	Yes	Yes	Yes
State of Hawai`i:			
Department of Labor and Industrial Relations	Yes	Yes	
Occupational Safety and Health	Yes	Yes	
Unemployment Insurance Division	Yes	Yes	
Employer Services	Yes	Yes	
Workers' Compensation	Yes	Yes	
Workforce Development Division	Yes	Yes	Yes
State of Hawai`i:			
Regulated Industries Complaints Office	Yes	No	Yes
Real Estate Commission	Yes	No	Yes
Governor's Liaison Office	Yes		
Kaua`i Community College			
Job Training Partnership Act	Yes	Yes	Yes
Small Business Development Center	Yes	Yes	
Office of Hawaiian Affairs	Yes	Yes	
Public Defender	Yes		
Federal Government:			

Federal Job Information Center	Yes	Yes	
Social Security Administration	Yes	Yes	
Veterans Center	Yes	Yes	
Private Organizations			
United Way of Kauaʻi	Yes	Yes	Yes
YWCA	Yes	Yes	
Legal Aide Society	Yes	Yes	
Alu Like	Yes	Yes	Yes
Queen Liliʻuokalani Children’s Center	Yes	Yes	
Salvation Army	Yes	Yes	
Child and Family Services	Yes	Yes	

Community Service Block Grant funds provide administrative support for all KEO programs in order to expand service delivery or to mobilize existing program services with the agency for disadvantaged individuals or families on Kauaʻi. KEO coordinates its CSBG funding with public and private sources, including:

State of Hawaii

- Department of Human Services
- Department of Health—ADAD
- Department of Education
- Hawaiʻi State Judiciary
- Dept of Labor – Office of Community Services
- WorkWise One Stop Center

County of Kauaʻi

- Agency on Elderly Affairs
- Housing Agency
- Parks & Recreation
- Anti-Drug Office

Department of Health and Human Services, Administration for Children and Families

Federal Emergency Management Agency

Mediation Centers of Hawaiʻi

United Way of Kauaʻi

Hawaiʻi Pacific Area Combined Federal Campaign

Kauai Island Utility Cooperative

Bank of Hawaii Trust - Teresa Hughes Family Trust

Hawaii Community Foundation - Hopper Fund

Alexander and Baldwin Foundation

Hawaiʻi Hotel Association—Kauai Branch

Bill and Joan Porter

Margaret Cargill Family Trust

E. NARRATIVE DESCRIPTION OF PLANNED INNOVATIVE COMMUNITY AND NEIGHBORHOOD-BASE INITIATIVES RELATED TO THE PURPOSES OF THE CSBG ACT.

A **Continuum of Care Committee** continues to address homeless issues and to develop a formal plan to address homelessness for the County of Kauaʻi. The plan serves as a blueprint for government and nonprofit entities when addressing issues or directing resources for the homeless. The committee discusses a variety of topics, including: the need for prevention, increasing outreach services to the unsheltered population, supportive housing as an alternative to institutionalization and the inefficiencies of having a separate system just to serve those who are homeless, improving coordination that reduces fragmentation of programs, and increasing the strengths of our nonprofit providers in delivering services to homeless individuals and families.

The committee is made up of individuals from a many of Kauaʻi's organizations that are concerned with homelessness and housing, including: Catholic Charities, Līhuʻe Court Town homes, St. Michaels's and All Angels Episcopal Church Homeless Outreach, Housing and Community Development Corporations of Hawaiʻi, YWCA of Kauaʻi, Department of Health, Public Housing Branch, Department of Human Services, Adult and Community Care Services, Kauaʻi Island Ministries, Salvation Army, County Housing Agency, and the Veteran's Administration.

An **emergency shelter** was at the top of the list of priorities for the committee. The first emergency shelter on Kauai was established in 2007 by KEO to provide immediate care for homeless families and individuals. KEO was awarded approximately \$1.5 million dollars in CDBG, CHDO and HOME funds for the pre-development, consultants, construction, operations and administration to rehabilitate several buildings that will provide emergency shelter and additional transitional shelter units for homeless individuals and families.

The committee continues to support the continuation of the YWCA of Kauaʻi domestic violence shelter. Although KEO has 19 beds at the Manaolana Homeless Shelter, there continues to be a gap for elderly, singles, seriously mentally ill, and substance abusers. The shelters allow for providing those in severe need the supportive services that will help them become self-sufficient.

The **Transitional Housing Projects** at Līhuʻe Court Townhomes, Manaʻolana and Komohana is providing 20 housing opportunities for Kauaʻi Economic Opportunity, Incorporated to alleviate the homelessness. Families and individuals live in these units for as long as two years while they establish themselves in jobs and become self sufficient.

The immediate benefit to the community is that homeless persons in crisis and living in dangerous conditions transition into temporary transitional housing. Placement in a transitional housing program will enable the homeless to resolve barriers to self-sufficiency, obtain, and maintain permanent housing. The long-term benefit will be that homeless persons will successfully transition from unsafe, unsanitary living conditions to owning or obtaining long-term tenancy in permanent housing and become productive members of the community.

The **After-school Program** at Chiefess Kamakahelei Middle School and Kapaa Middle School works in partnership with the Department of Education, the Department of Health, and others to provide services to 12 to 14 year-old youth who are at risk of alcohol, tobacco, and other drug use. Youth who are unsupervised during the after school hours are at elevated risk for drug use and other risky behaviors. The program provides drug use prevention education in the form of the Life Skills Training Program and personal and team development through paddling Hawaiian outrigger canoes in Nawiliwili Harbor. Other activities and excursions bolster the program. Staff help the students with homework and social skills. As time permits, excursions introduce the youth to community services and expose them to art, cultural events, and a lot of fun.

This type of program is growing into new opportunities as best practice drug prevention is gaining tremendous popularity at federal, state, and county levels. In the long-term, this means youth and young adults who confidently stand on their own and understand the consequences of drug use and other risky behaviors. Some clients may become leaders and elicit similar positive behavior among their peers and families.

F. SPECIFIC OUTCOME MEASURES, FOLLOWING THE SIX NATIONAL ROMA GOALS, TO BE USED TO MONITOR SUCCESS.

KEO selected the six national goals listed below with accompanying measurements and outcomes.

Goal 1. Low-Income People Become More Self-Sufficient

Measure: Economic Asset Enhancement and Utilization

Outcome 1: Of 150 participants in the Transitional Housing, Shelter Plus Care and HPRP Programs; 74 will obtain and maintain housing.

Goal 2. The Conditions in Which Low-Income People are Improved

Measure 2: Attain Adequate Education

Outcome 1: Of 72 participants enrolled in the Early Learning Centers Program, 70 will regularly attend and obtain a preschool education by the end of the program year.

Outcome 2: Of 30 adults in the Homeless Shelter Program, 6 will attend and complete an outreach education or literacy program.

Goal 3. Low-Income People Own a Stake in their Community

Measure: Number of households in which there is an increase in hours of volunteering.

Outcome: 100 (50) households will volunteer their time in the Elderly Nutrition, Early Learning Center, After School and Homeless Programs

Goal 4. Partnerships among Supporters and Providers of Services to Low-Income People are Achieved

Measure: Number of partnerships established and/or maintained with other public and private entities to mobilize and leverage resources to provide services to low-income people.

Outcome 1: Twenty (20) new and renewed Memoranda of Agreements between KEO and public and private agencies will be obtained.

Outcome 2: \$3,000,000 will be mobilized by the agency in order to alleviate conditions of poverty and low-income individuals and families to attain social and economic self-sufficiency.

Goal 5. Agencies Increase their Capacity to Achieve Results

Measure: Total funding sources mobilized by the agency.

Outcome: Twenty-five (25) funding sources will be mobilized to provide programs for disadvantaged Individuals and families in the County of Kauai.

Goal 6. Low-Income People, Especially Vulnerable Populations, Achieve their Potential by Stretching Family and other Supportive Systems.

Measure 1: Provide on an Emergency Basis for the provision of such supplies and services, nutritious foods, and related services.

Outcome: Three hundred twenty (320) aged participants will lead healthier lives through participation in the Elderly Nutrition Programs, Home Bound and Congregate, to maintain independent living situations.

Measure 2: Obtain and maintain adequate housing and a suitable living environment.

Outcome: Thirty five (35) vulnerable individuals receiving services will maintain independent living situation as a results of those services

Measure 3: Obtain emergency assistance.

Outcome: Of 5,000 households, 400 households in crisis will have emergency needs ameliorated with assistance through the Person-In-Need grants, Emergency Food Pantry, LIHEAP, FEMA grant, or Homeless Emergency Grants Program.

Measure 4: Obtain and maintain adequate Housing and Suitable Living Environment

Outcome: Of 50 at risk or homeless individuals and families who receive homeless grant assistance, 25 will retain or obtain permanent housing for a minimum of 6 months.

EXHIBIT H

Service Activity Title: Community Services Block Grant Program

Provider: Kauai Economic Opportunity, Inc.

The purpose of the Community Services Block Grant program is to provide a wide range of services and activities that alleviate conditions of poverty and allow low-income individuals and families attain social and economic self-sufficiency.

PERFORMANCE LEVELS FOR OUTCOME OBJECTIVES

A. PROGRAM OBJECTIVES

Reference: **REMOVE OBSTACLES AND SOLVE PROBLEMS THAT BLOCKS SELF-SUFFICIENCY**
Public Law 105-285, Section 676 (b)(1)(A)(i)

Project: Mediation Program

Objective: Enable individuals to resolve their disputes and reach a mutual agreement thereby avoiding court intervention350

Reference: **SECURE AND RETAIN MEANINGFUL EMPLOYMENT**
Public Law 105-285, Section 676 (b)(1)(A)(ii)

Project: Horticulture Program

Objective: Enable low-income persons to conduct a horticulture business on the KEO Farm20

Reference: **OBTAIN AN ADEQUATE EDUCATION**
Public Law 105-285, Section 676 (b)(1)(A)(iii)

Project: Child Care Program

Objective: Provide a comprehensive Child Care Program for preschool children whose parents are employed, in school or in a job training72

Project:	After School Programs
Objective:	Provide an after school substance abuse prevention program using Life Skills Training for middle school students at Chiefess Kamakahelei and Kapaa Middle Schools..... 120
Reference:	<u>MAKE BETTER USE OF AVAILABLE INCOME</u> Public Law 105-285, Section 676 (b)(1)(A)(iv)
Project:	Weatherization Assistance Program
Objective:	Assist economically disadvantaged families to reduce energy costs by “greening” their homes with energy efficient devices...45
Project:	Hopper Fund
Objective:	Provide financial assistance to elderly 65 years or older and are financial needy40
Project:	Teresa Hughes Foundation
Objective:	Provide financial assistance to minors born out-of-wedlock who have been abused, abandoned or neglected or adults 70 years or older who are infirm20
Project:	Margaret Cargill Funds
Objective:	Provide financial assistance to adults 60 – 64 years old and financially needy10
Reference:	<u>OBTAIN AND MAINTAIN ADEQUATE HOUSING AND A SUITABLE LIVING ENVIRONMENT</u> Public Law 105-285, Section 676 (b)(1)(A)(v)
Project:	Homeless Shelter Program
Objective:	Enable homeless or at-risk homeless participants to become self-sufficient, and obtain and maintain permanent housing45
Project:	Group Home Program
Objective:	Provide a group home setting for physically challenged individuals to integrate into the community and remain in the community in a self-sufficient manner4

Reference:	<u>OBTAIN EMERGENCY ASSISTANCE</u> Public law 105-285, Section 676 (b)(1)(A)(vi)
Project:	Homeless Outreach/Care-A-Van Program
Objectives:	Provide outreach services to homeless or at-risk individuals or families545
Project:	Low-Income Home Energy Assistance Program (LIHEAP)
Objective:	Enable low-income residents to obtain Energy Crisis Intervention or Energy Credit Funds500
Project:	Homeless Emergency Shelter
Objective:	Provide homeless people with temporary emergency shelter.....250
Project:	Elderly Nutrition, Homeless Emergency Shelter, & Early Learning Centers Program
Objective:	Participants will volunteer hours in KEO programs.....100
Reference:	<u>PROVIDE ON AN EMERGENCY BASIS FOR THE PROVISION OF SUCH SUPPLIES AND SERVICES, NUTRITIOUS FOODS, AND RELATED SERVICES</u> Public law 105-285, Section 676 (b)(4)
Project:	Elderly Nutrition Program
Objective:	Provide meals that meet one-third of the daily nutritional needs of elderly persons to homebound individuals320
Project:	Food Services Program
Objective:	Prepare and distribute meals that meet USDA regulations for needy preschool children and the elderly168.957
Project:	Emergency Food Pantry
Objective:	Distribute emergency food to low-income individuals and families240

B. GOALS AND MEASUREMENT OUTCOMES

GOAL 1: SELF-SUFFICIENCY
LOW-INCOME PEOPLE BECOME MORE SELF-SUFFICIENT

Project: Transitional Housing and Shelter Plus Care Programs

Measure: Of 47 housing units in the Transitional Housing & Shelter Plus Care Programs, 30 housing units will support family stability toward self-sufficiency.

GOAL 2: COMMUNITY REVITALIZATION
THE CONDITIONS IN WHICH LOW-INCOME PEOPLE LIVE ARE IMPROVED

Project: Early Learning Centers

Measures: Number of participants enrolled in Early Childhood Education Program who attend regularly.

Outcome: Of 72 participants enrolled in the Early Learning Centers Program, 70 will attend regularly and obtain a preschool education by the end of the program year.

Measure: Number of participants enrolled in educational and literacy programs who attend regularly.

Outcome: 15 participants of the Transitional Housing Programs will complete a educational or literacy program.

GOAL 3: COMMUNITY REVITALIZATION
LOW-INCOME PEOPLE OWN A STAKE IN THEIR COMMUNITY

Project: Community Service

Measure: Number of households participating or volunteering in one or more community groups.

Outcome: One hundred (100) households will volunteer their time in the Elderly Nutrition, Early Learning Centers, Homeless Emergency Shelter, and After School Programs.

GOAL 4: AGENCY PARTNERSHIPS

**PARTNERSHIPS AMONG SUPPORTERS AND PROVIDERS OF SERVICES
TO LOW-INCOME PEOPLE ARE ACHIEVED**

Project: Agency

Measure: Number of new and renewed joint agreements reached.

Outcome: Twenty (20) new and renewed Memorandum of Agreements between KEO and public and private agencies will be obtained.

Measure: Total dollars mobilized by the agency.

Outcome: \$3,000,000 will be mobilized by the agency in order to alleviate condition of poverty and allow low-income individuals and families to attain sustainable levels of social and economic self-sufficiency.

**GOAL 5: AGENCY CAPACITY
AGENCIES INCREASE THEIR CAPACITY TO ACHIEVE RESULTS**

Project: Agency

Measure: Number of funding sources

Outcome: Twenty-five (25) funding sources will be mobilized to provide programs for disadvantaged individuals and families in the County of Kauai.

**GOAL 6: FAMILY STABILITY
LOW-INCOME PEOPLE, ESPECIALLY VULNERABLE POPULATION,
ACHIEVE THEIR POTENTIALS BY STRENGTHENING FAMILY AND
OTHER SUPPORTIVE SYSTEMS**

Project: Home Delivered Meals program

Measure: Number of aged households maintaining an independent living situation.

Outcome: Three hundred (300) elderly participants will lead healthier lives through participation in the Elderly nutrition program and maintain an independent living situation.

Project: Group Home and Transitional Housing Program

Measure: Number of disabled or medically challenged persons maintaining independent living conditions.

Outcome: Nine (9) disabled or medically challenged persons will maintain an independent living situation while residing in safe and stable group homes.

Project: Agency

Measure: Number of requests for emergency services as compared to the total number of clients.

Outcome: Of 5,000 households, 400 households in crisis will have emergency needs ameliorated with assistance through the Persons-In-Need grants, Emergency Food Pantry, LIHEAP, FEMA grant, or Homeless Emergency grants program.

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